



A Common PERSPECTIVE

US Joint Forces Command Joint Warfighting Center
Doctrine Division's Newsletter

October 2000

Volume 8, No. 2

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FROM THE EDITOR

It gives us great pleasure to provide you with another edition of A Common Perspective (ACP). The title is traceable to JP 1, Joint Warfare of the Armed Forces of the United States, when describing the role of doctrine—providing fundamental principles that guide the employment of forces, and providing distilled insights and wisdom gained from our collective experience with warfare. Further, "joint doctrine offers a common perspective from which to plan and operate, and fundamentally shapes the way we think about and train for war." The bold print is ours, to once again emphasize teamwork in joint warfare. That "team" aspect entails discussion, agreement, disagreement (sometimes passionate); but ultimately understanding and knowledge of what joint warfare means in application. Therefore, the ACP staff remains committed to providing informative articles to further the Joint Warfighting Center (JWFC) Doctrine Division's responsibility to "act as the integrating center for joint doctrine projects and issues."

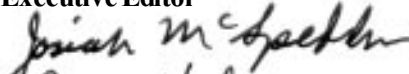
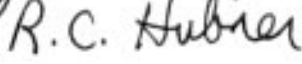
Future joint doctrine will be the theme of our next issue. The JWFC Doctrine Division is uniquely positioned to review emerging concepts and technology that may impact joint doctrine. As many of you know, we support both the Joint Staff and CINCUSJFCOM in somewhat different capacities. Wearing our USJFCOM hat, we ensure the integration of joint doctrine into USJFCOM joint training and operations, including integration with future-oriented directorates working new technologies and joint concepts. Over the last year, we have made a concerted effort to strengthen USJFCOM J7 interaction with J8, responsible for future requirements/acquisition; and J9, responsible for joint experimentation. The requirements generation system is a well established DOD process and we are active participants in the J8-sponsored Command Integration Council along with the review of mission need statements, capstone requirements documents, and operational requirements documents. The J9 joint experimentation process is still evolving, but we are providing inputs on concept white papers and starting to address joint

experimentation conclusions and recommendations that cover the range of doctrine, organization, training, materiel, leadership and education, personnel, and facilities.

That being said, it is important that we are careful not to let joint doctrine drive the future. Citing current joint publications and JTTP when defining the need for future capabilities is good, but we must minimize the potential of joint doctrine becoming joint dogma. By definition, joint doctrine is based on existing capabilities. However, the often overlooked foundation of joint doctrine is that it is based on insights gained through the experience of warfare. The combatant commanders will operate with the capabilities they have at hand, not some future resource. There will be times when the doctrine is not definitive, perhaps forcing the warfighter to adapt, even develop doctrine to help build and execute the campaign plan. That is in keeping with the joint doctrine development process. Thus, part of our challenge at the JWFC is effectively transitioning to the future with timely but correct joint doctrine based on a common perspective.

As Yogi Berra said, "The future ain't what it used to be." We look forward to your contributions on future joint doctrine in the next issue of A Common Perspective.


Nathan Toth, Lt Col, USAF
Executive Editor



Josiah McSpedden & Bob Hubner
Managing Editors

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MESSAGE FROM THE COMMANDER, USJFCOM JWFC

By MG William S. Wallace, USA

It has been one year since US Atlantic Command made the transition to its new US Joint Forces Command responsibilities outlined in the Unified Command Plan 99. As with any major organizational change, there were some bumps along the way, but I am pleased to report that we have made great strides in fulfilling our major joint doctrine and training responsibilities supporting joint warfighters worldwide. A key follow-on step occurred on 5 July 2000 with Chairman of the Joint Chiefs of Staff approval of revised JP 1-01, Joint Doctrine Development System. In addition to updating many of the JWFC's responsibilities, it also provided new timelines for the development and revision of joint doctrine. This is an important first step in attaining the Chairman's vision of reducing production time from years to months.

Our focus this issue is targeting. The joint community has made significant and timely progress in the development of JP 3-60, Joint Doctrine for Targeting. The supporting guidance in JPs 3-55, Joint Doctrine for Intelligence, Surveillance, and Reconnaissance (ISR) and Target Acquisition (TA), and 2-01.1, JTTP for Intelligence Support to Targeting, also is under revision. This should ensure a high degree of consistency within the joint doctrine hierarchy in this important area. Still, there is room for improvement and the articles in this issue address current issues and future solutions to the targeting process.

The first article by Mr. Gary Wasson (see page 6) is a thorough discussion on the confusion still evident regarding targeting terminology. He argues that we must clarify how targets are addressed in joint doctrine. Lt Col Jaspers' article (see page 9) discusses the collaborative targeting process used to support precision engagement (PE), most recently in conjunction with US Forces Korea Exercise ULCHI FOCUS LENS 2000. By leveraging collaborative planning tools to extend PE capabilities, we are developing a means to exchange information in near-real time to significantly enhance support to the joint force commander in planning and sustaining combat operations. Finally, we have a targeting article from a student trio at the Armed Forces Staff College that won their Department of Academic Affairs' writing award (see page 12).



The agenda for recent Joint Doctrine Working Parties (JDWPs) has illustrated the maturity joint doctrine has achieved. The trend over time has migrated toward fewer new doctrine proposals, with greater emphasis on revising and updating approved publications. Nevertheless, significant doctrinal issues remain, as evidenced by the numerous decision and information briefings being presented at the 26th JDWP, being held this October. Additionally, this JDWP will register the highest attendance ever—a testimony to the warfighter's interest in building the doctrinal foundation necessary for team warfare.

We last focused on the joint doctrine development process in the March 1997 issue of this newsletter. It was prompted by the Chairman of the Joint Chiefs of Staff's direction to review how we organize and develop joint doctrine. A review of the many recommendations that emerged from that effort indicates we have made significant progress. Nevertheless, we thought it appropriate to make "future joint doctrine" the theme for our next issue. Potential subjects include Joint Vision 2020, joint concepts and experimentation, joint mission areas, and initiatives by the Joint Staff and JWFC to enhance the doctrine process. We look forward to your contributions.

Finally, I wish to welcome Col Bob Hinger, USAF, as our new Chief of the Doctrine Division (JW100). He comes to us with significant familiarity on joint doctrine matters, having been the Director of the Joint Integration Directorate for the Air Force Doctrine Center at Langley AFB, VA. I expect that significant achievements from his division will follow.



USJFCOM JWFC DOC-DIVUPDATES

By Col Robert Hinger, USAF, USJFCOM
JWFC, Chief, Doctrine Division

Like many of the staff in the joint doctrine development community, JWFC/Doctrine Division had its share of turnovers this Summer. We welcome CAPT Jim Cox, straight from operations as air boss on the USS Nimitz. Jim will take over the Development Branch and will implement a lot of the new changes as we march toward Joint Doctrine Electronic Information System (JDEIS) implementation. We also welcome a new USMC team as Lt Col Mike Lambiase and Maj Bern Altman join us. Mike comes from a tour as G4 MARFORLANT, and has a strong logistic background. He has the challenging task of managing the MOOTW publications. Bern comes to us from USMC Command and Staff College and has a solid operational background in air defense. Bern will take over the joint fires, urban, and amphibious operations publications. We also bid farewell to Mr. Mark Smith, who is moving to USJFCOM J9 as a joint experiment planner. We know Mark will put his doctrine experience to good use as he helps develop future warfare. With the Summer turnover, comes another reshuffling of our POCs for the JP hierarchy. You can stay on top of our latest responsibilities by visiting our Internet site at www.jwfc.jfcom.mil.

NEWIMPROVEMENTS

Coincident to this issue, is the 26th Joint Doctrine Working Party (JDWP), which proves to be one of the most ambitious ones we've undertaken in recent years. We will discuss numerous improvements to the doctrine development process, which started with the approval of JP 1-01, Joint Doctrine Development System, in July 2000. The focus is to provide better joint doctrine for the warfighter by decreasing the timeline, increasing the responsiveness, and reducing the workload in the staffing cycle. We cut out one of the staffing steps (preliminary coordination) and added some discipline by adding trip wires when joint publication milestones are missed by more than 30 days. The JWFC has cut 80% of the interim assessments that need worldwide review. We realized that our JPs are continually assessed in real-world operations, joint exercises, training, and academic reviews. Lessons learned and after-action reviews are ongoing programs that we monitor, continually looking for problems and improvement areas. We still will conduct a mid-cycle assessment, but we will not request worldwide feedback unless we detect problem areas that need further assessment from the field. We also have a decision brief on the JDWP agenda to further reduce assessment and revision staffing. If this proposal is accepted, two program directive staffing cycles will be eliminated and the field will be able to track the revision first draft from the existing publication, plus receive it at least six months sooner.

BOTTOM-UPREVIEW

A large portion of the JDWP will be devoted to a critical review of the joint doctrine hierarchy, other avenues of providing guidance to the warfighter, and developing a roadmap to the future. Joint doctrine development is essentially into its third chapter after initial implementation 13 years ago. Chapter one began in 1986 when the Chairman of the Joint Chiefs of Staff was given the responsibility to develop joint doctrine. We wrote or developed 60 JPs, mostly in classical joint employment areas that were developed in the 70's and 80's (e.g., joint air operations (SEAD, CAS, interdiction), special operations, low intensity conflict—the precursor to MOOTW). We adapted the old JCS publication system and approved 31 JPs by 1991. General Colin Powell's emphasis on joint doctrine and the success of the Gulf War initiated chapter two, when approved JPs grew from 31 to 80 by the beginning of 1998. We continued to develop the "classical" or "established" joint employment doctrine, but we saw a growth in the support areas as the JP 1-0, 2-0, and 4-0 series blossomed. We could call this the "wanna be" chapter. The good news was everyone realized the importance of joint doctrine and was committed to developing it. The bad news was everyone wanted a stake in the action through their own governing JP!

We are now in the early pages of chapter three, which can be called the "emerging doctrine chapter." As we turned a leaf on a new millennium, the classical bipolar world order was certain not to return, and the intellectual pundits talked about a new world order, revolution in military affairs (RMA), and transformations. Experimentation and new technology were going to transform how we organized, how we communicated, and how we fought! USJFCOM was established with a new charter as the joint integrator and experimenter along with USACOM's previously established role as the joint trainer. But, a daunting question remained: can joint doctrine be responsive enough to capture these emerging concepts...to complete the proverbial RMA?

CHALLENGES

Herein lies the challenge—keeping joint doctrine about the "best" practices and principles using "extant" capabilities, but ensuring it is responsive enough to capture the transformation of warfare. So we're keeping an eye on the "concept de jour" and watching joint experiments and fielding requests to write JICO doctrine, or ABL TTP, or incorporate RDO (you pick the acronym). But; if this technology isn't developed yet, or the system is not IOC, or the CONOPS has not been evaluated; then it's probably not ready for primetime.

There also is another type of emerging doctrine that doesn't rely on new technology or a system of systems. This type is very prevalent in the "mission creep" arena that has emerged after the Iron Curtain fell. The Department of Defense is continually finding its talents needed in

nontraditional areas: counterdrug; peace operations; consequence management; computer network defense; homeland defense; and chemical, biological, radiological, and nuclear responses. These are definitely "joint" in that no single Service can handle them alone, but they do not belong in any one traditional tool kit or mission area either. This usually means that some joint force commander (JFC) must deal with a new mission area with little historical precedent, no specific forces, and probably zero dedicated equipment.

In this latter case we don't have the easy out of saying "the capability is not extant." We can argue over policy and debate about the intent of new directives, but someone will have the rose pinned on them and will be responsible for accomplishing this "new mission." Unfortunately, the mission won't be along any Service's core competency, it will involve nontraditional roles, with non-joint players (government agency or civilian support). This means those responsible probably won't have any organic forces and little resources to acquire weapon systems or equipment. The one thing the joint community can do for the JFC is provide joint doctrine or JTTP, so organizations not assigned can train to this ancillary mission—not high among Service priorities—but one that some JFC will be held accountable for. This may be the harder challenge.

Regardless, we now stand with 91 approved JPs and 24 in development. Their management can be demanding enough. Of the 24 in development, 12 have taken longer than the specified two years to complete. Plus, the possibility of expanding the list means more chapters will need to be written.

ENTER JDEIS

The vehicle to handle this evolution is JDEIS, which will be an organized multimedia interactive information system containing a database of doctrine. It will link electronically to the Universal Joint Task List, select CJCSIs/Ms, lessons learned, historical collection, future concepts, the DOD dictionary, and other related doctrinal materials and references. JDEIS will be rapidly accessible by the entire military community from the Internet and other Defense information networks, which should allow faster responses and coordination.

Our challenge is to lay out a roadmap to 2003, when JDEIS is fully operational, to ensure that process improvements we develop now will facilitate the transition to JDEIS. Stay tuned, as MGEN Wallace noted, the thrust of our next newsletter is "future joint doctrine."

DEVELOPMENT BRANCH

The last six months have been very busy and productive—nine joint publications were approved (see page 17). We also have worked hard to bring the joint community together in joint working groups (JWGs) to write joint publications. We've hosted JWGs on joint targeting, intelligence support, and the UNAAF; and

attended several others. Further information regarding joint publications under development is available online at <http://www.dtic.mil/doctrine> through the "Joint Publication Status" button. After three great years on the beach, CDR Dave Bentz (our old branch chief) returned to the fleet as the air operations officer aboard the USS Enterprise, CVN-65. Questions and comments should be directed to his replacement, CAPT Jim Cox, USN, Chief, Joint Publication Development Branch, at DSN 668-6107 or e-mail: coxj@jwfc.jfcom.mil.

ASSESSMENT BRANCH

Since the April 2000 JDWP, we have completed assessment reports for JPs 3-05, Doctrine for Special Operations; 3-09.3, JTTP for Close Air Support (CAS); 3-10.1, JTTP for Base Defense; 3-12, Doctrine for Nuclear Operations; 3-12.1, Doctrine for Joint Theater Nuclear Operations; 3-12.2, Nuclear Weapons Employment Effects Data; 3-12.3, Nuclear Weapons Employment and Effects Data (Notional); 3-50.21, JTTP for Combat Search and Rescue; JP 3-52, Doctrine for Joint Airspace Control in the Combat Zone, JP 4-03, Joint Bulk Petroleum Doctrine, JP 4-05, Joint Doctrine for Mobilization Planning; and JP 6-0, Doctrine for Command, Control, Communications, and Computer (C4) Systems Support to Joint Operations. Only the assessment reports for JPs 3-05 and 3-50.21 recommended early revision.

Eleven joint publications are currently undergoing formal assessments (see page 17). Request for feedback message release dates for formal assessments are scheduled as follows: December 2000: JPs 3-07.1, JTTP for Foreign Internal Defense (FID); and 3-58, Joint Doctrine for Military Deception; January 2001: JP 3-53, Doctrine for Joint Psychological Operations; March 2001: JP 4-06, JTTP for Mortuary Affairs in Joint Operations.

The following publications will be in the window for determining whether formal interim assessments are required: October 2000: JP 3-15, Joint Doctrine for Barriers, Obstacles, and Mine Warfare; November 2000: JPs 3-09.1, JTTP for Laser Designation Operations; and 3-59, JTTP for Meteorological and Oceanographic Operations; March 2001: JP 3-35, Joint Deployment and Redeployment Operations; April 2001: JPs 3-01, Joint Doctrine for Countering Air and Missile Threats; and 3-33, Joint Force Capabilities.

As mentioned earlier, we have made some major improvements in the assessment process. We will continue to look for ways to optimize this critical part of joint doctrine maintenance to ensure it remains relevant and current. Questions and comments should be directed to LTC Rick Steinke, USA, Chief, Joint Publication Assessment Branch, at DSN 668-6104 or e-mail: steinker@jwfc.jfcom.mil.



IMMEDIATE TARGETS... STILL MISUNDERSTOOD?

By Mr. Gary Wasson, USJF COM JWFC,
Doctrine Support Group

"Targeting" is discussed in over 100 documents including joint publications; Service doctrine; multi-Service tactics, techniques, and procedures (MTTP); and other instructions and manuals available to warfighters. Yet, there is still a lack of understanding or agreement when discussing the subject among airmen, soldiers, sailors, and Marines. For the purpose of this discussion, the following is used to discuss targets:

- Planned Targets
 - On the air tasking order (ATO)
 - The effects are either scheduled or on-call
 - The response is deliberate
- Immediate Targets
 - Within the ATO cycle but detected too late to be included in the normal targeting process
 - The effects have not yet been scheduled
 - The response is reactive
- Time-Sensitive Targets (TSTs). A particular subset of immediate targets that the commander, joint task force (CJTF) has specified must be struck quickly.

The following illustrates these target sets:



Target Sets

These sets are chosen for discussion because they are very close to likely future definitions in joint doctrine, and because they are relatively simple to understand. They also eliminate the confusion over TSTs, a doctrine term, time sensitive surface targets (TSSTs), a proposed doctrine term, and time critical targets (TCTs), not a doctrine term. The process for managing immediate targets—including TSTs—is not yet in approved joint doctrine, although some good work has been initiated in JP 3-60, Joint

Doctrine for Targeting (Preliminary Coordination(PC)), dated 6 June 2000. In observed joint exercise play, it has been noted that: "There is no JTF-wide consistent understanding of what constitutes a TST."

WHAT IS TARGETING?

"Targeting is the process of selecting targets and matching the appropriate response to them. It takes into account strategic and operational requirements and capabilities, and the threat to friendly forces imposed by the adversary. Targeting occurs at all levels of command within a joint force and is performed at all levels by forces capable of attacking targets with both lethal and nonlethal disruptive and destructive means. Targeting is complicated by the requirement to deconflict duplicative efforts by different forces or different echelons within the same force and to synchronize the attack of those targets with other components of the joint force. An effective and efficient target development process and air tasking cycle are essential for the joint force air component commander (JFACC)/joint force commander (JFC) staff to plan and execute joint air operations. This joint targeting process should integrate capabilities and efforts of national, unified, joint force, and component commands; all of which possess varying capabilities and different requirements." (JP 3-56.1, Command and Control for Joint Air Operations)

While the above is relatively straightforward, the definitions of the particular types of targets (particularly immediate targets and special categories of sensitive targets) are not straightforward at all. In fact, the lack of a common, simple, straightforward joint lexicon directly contributes to the confusion over immediate targets observed in joint exercises.

PLANNED AND IMMEDIATE TARGETS

JP 3-60 (PC), dated 6 June 2000, divides targets into planned and immediate targets. This framework is consistent with JP 3-09, Doctrine for Joint Fire Support, dated 12 May 1998, and JP 3-56.1, Command and Control for Joint Air Operations, dated 14 November 1994. It is relatively straightforward and understandable and easily melds with the lexicon for joint fires—planned targets in the ATO and immediate targets with other fires.

Planned Targets are those that are known to exist in an operational area and against which effects are scheduled in advance or are on-call. Examples range from targets on JILs in the applicable campaign plan, to targets detected in sufficient time to list in the ATO, mission-type orders, or fire support plans. (JP 3-60 (PC))

For planned, air-coordinated targets, the joint doctrine is relatively stable and well understood. The JFACC develops an ATO that includes targets nominated by each of the components. The ATO provides a means to deconflict joint air fires across the force and ensures that the CJTF targeting guidance is met. The 72-hour ATO cycle begins with CJTF guidance, CJTF and component coordination, and ends with combat assessment after a 24-hour execution period, where upon it begins again.

Immediate Targets are those which are detected too late to be included in the normal targeting process; therefore, effects against them have not been scheduled. (JP 3-60 (PC))

Joint doctrine is relatively immature and very confusing with respect to immediate targets. While time-sensitive targets (TSTs) and targets of opportunity (TOO) are defined, time critical targets (TCTs) are not, and probably should not be, in the approved joint lexicon. Listed below are some of the conflicting and contradictory definitions.

- time-sensitive targets—Those targets requiring immediate response because they pose (or will soon pose) a clear and present danger to friendly forces or are highly lucrative, fleeting targets of opportunity. (JP 1-02, DOD Dictionary of Military and Associated Terms).
- target of opportunity—1. A target visible to a surface or air sensor or observer, which is within range of available weapons and against which fire has not been scheduled or requested. 2. Nuclear—A nuclear target observed or detected after an operation begins that has not been previously considered, analyzed or planned for a nuclear strike. Generally fleeting in nature, it should be attacked as soon as possible within the time limitations imposed for coordination and warning of friendly troops and aircraft. (JP 1-02)
- surface time-critical targets. As of April 1999, draft JP 3-60 dropped TCTs. It has been changed to the more inclusive TSTs, which, as we have shown, is an approved term. That said, still approved MTTP (Air Land and Sea Application Center (ALSA) Center's Targeting, The Joint Targeting Process and Procedures for Targeting Time-Critical Targets, dated July 1997) defines surface TCTs as: "... a lucrative, fleeting, land or sea target of such high priority to friendly forces that the JFC (joint force commander) or component commander designates it as requiring immediate response."

I say "still approved," because at some point, and I think the sooner the better, ALSA Center's publication should be cancelled and begin its own revision process to align

with emerging joint doctrine (i.e., JP 3-60). Finally, in spite of the move to drop TCTs from the joint lexicon, the Joint Theater Air and Missile Defense Organization (JAMDO) uses the same TST definition and uses the following definition for TCTs:

"A TCT is a TST with an extremely limited window of vulnerability or opportunity, the attack of which is essential to ensure successful execution of the JFC's operations."

The lack of a common, simple doctrinal framework for discussing types of targets not addressed in the "planned" ATO causes wide confusion among the Service components during joint exercises regarding what constitutes a particular type of target (e.g., TSTs). Some have referred to "important, fleeting targets that must be struck immediately" as a TST. Others referred to those same types of targets as TCTs or immediate targets. While the procedures for planned targets (on the ATO) are relatively mature and are well understood by the warfighters, the procedures and definitions for immediate targets, particularly TSTs, are not common across the joint force. Although the JTF disseminates guidance on TSTs, it is not always applied universally among the components. Components have been observed to operate from different lists of TSTs and different lists of immediate targets. Joint exercise observations reflect a very uneven treatment of the JTF-defined TSTs across the force. In addition, some components use the term "TCT" while others refer to those targets as emerging targets or solely as TSTs.

JTF GUIDANCE

The confusion on immediate targets and TSTs can be traced back to the lack of doctrinal clarity on target definitions. In joint exercises, JTF operation orders (OPORDs) have made attempts to clarify the confusion and perhaps added to it. JTF OPORD definitions and guidance on TSTs can be confusing, internally inconsistent, and may not be universally applied by the components.

In one recent joint exercise, TSTs were defined in the joint fires section of the OPORD as follows:

- Naval vessels, military or civilian, in the act of laying mines
- Loaded transporter-erector-launchers (TELs)
- Deployed weapons of mass destruction
- Deployed theater/tactical ballistic missiles (TBM)s

The following additional guidance was provided: "The CJTF will designate TSTs in the OPORD and revise the
(Continued on next page)

list in subsequent fragmentary orders. Components will inform all affected agencies when attacking TSTs, but they will not delay the attack—the requirement to wait five minutes or to coordinate with affected components is waived. The CJTF accepts the risk of fratricide, loss of assets, and duplication of effort in attacking TSTs."

In addition to the paragraph above, other authoritative guidance defined TSTs in very different language than in the body of the same authoritative appendix as follows: "... in Phase III (Decisive combat) TBMs are TSTs"

JFACC GUIDANCE

The JFACC in a recent joint exercise defined TCTs in the information management section of the air operations plan (AOP) as follows:

Time-critical targets (TCTs) are fleeting or high priority targets that come to the attention of the JAOC [joint air operations center] in a manner that precludes using the normal ATO targeting cycle (48-72 hours) to service them. Often, TCTs will be mobile targets (TBM TELs, mobile surface-to-air missiles, armored concentrations marshaled to strike, troops in contact situations, etc.) that our intelligence systems have located (we know where they are now), but because they are mobile, will not be there for long. That is why they are time critical. Fixed TCTs may come to our attention through detection by intelligence, surveillance, and reconnaissance systems or intensive intelligence preparation of the battlespace. If these fixed targets are of high enough priority, they become TCTs because we want to service them as soon as possible. Other "fixed" targets may become time critical because of the battle situation.

With the above factors in mind, it is clear that the guidance on immediate targets, immediate targeting, TSTs, TCTs, emerging targets, and the process for prosecuting attacks on these types of targets still is not clear ... crystal clear. As an important step, let's (1) Get JP 3-60 approved and (2) Revise or cancel the ALSA publication on targeting.



QUOTABLE QUOTE

"Be sure your right, then go ahead."

Davy Crockett

USJFCOM JWFC JOINT PUBLICATIONS DISTRIBUTION

USJFCOM JWFC maintains a small inventory of approximately 30,000 copies of 60 different color JPs plus approximately 500 black and white copies of 14 older approved JPs. The purpose of the dial-a-pub inventory and the inventories maintained by the Services is to be able to field printed JPs on short notice to those commands who require and request them. It took nearly three years to place these color publications in our inventory and will take another two years to fill in some of the vacant shelf space with new and/or revised color JPs.

To keep the inventory "not too big" and "not too small," USJFCOM JWFC works closely with J7/JDET, Joint Staff, to track the approval process and make orderly distribution. The printed copies will always lag the electronic versions, which now can be found in three locations: (1) the Joint Electronic Library (JEL) on CD-ROM, (2) the JEL on the World Wide Web at <http://www.dtic.mil/doctrine>, and (3) the JEL on SIPRNET at nmcc20a.nmcc.smil.mil/users/dj9j7ead/doctrine/index.html. The JEL on CD-ROM comes out twice a year and contains all approved JPs as well as training modules and selected papers and Service publications.

USJFCOM JWFC "Dial-a-Pub" POCs

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US post office mailing address,
publication number(s) and quantities

PRECISION ENGAGEMENT: A Collaborative Targeting Process

By Lt Col Greg Jaspers, USAF, USJFCOM
J359, Precision Engagement Lead

Recently, US Joint Forces Command's (USJFCOM) precision engagement (PE) process was tested by US Pacific Command in conjunction with the US Forces Korea (USFK) annual Exercise ULCHI FOCUS LENS 2000 (UFL 00). At the request of USFK, USJFCOM participated in UFL 00 (Phase A) operations, which exercised the first 75 days of the simulated conflict. Prior to the exercise, PE deliberate planning was exercised through virtual collaboration of targets nominated by USFK. During UFL 00, USJFCOM facilitated support of USFK both in Seoul, Korea and at Osan AB, Korea. Our participation in this exercise provided the opportunity to experiment with subsets of the joint targeting cycle. Additionally, when deliberate planning and sustained operations were the focus of PE during UFL 00, crisis action support was exercised. Implementation of PE in UFL 00 is shown in Figure 1. Preliminary results show PE

was able to successfully support these operations. Since UFL 00 ended recently (25 August 2000), complete analysis of the assessment results are not yet complete.

Evolving strategic and tactical environments worldwide are creating new and diverse challenges for the Department of Defense. Both "traditional" and "nontraditional" missions are executed under dramatically more complex conditions. Collateral and emerging missions (such as humanitarian assistance, nonproliferation enforcement, and other military operations other than war) add further complexity at a time when resources are undergoing reductions. Two trends—increasing missions (both in number and complexity) and decreasing resources—are significant factors driving modifications to joint doctrine. Additionally, the need to tailor military operations to meet National Command Authorities (NCA) guidance, and rapid advances in computer and communications technology are shaping how joint warfare is conducted.

To help meet some of these challenges, USJFCOM is experimenting with a concept that will not only enhance the joint targeting cycle, but provide national agency-level support to the warfighter. This concept, PE, uses an organization, process, and network through which new and emerging collaborative tools are used to support a joint

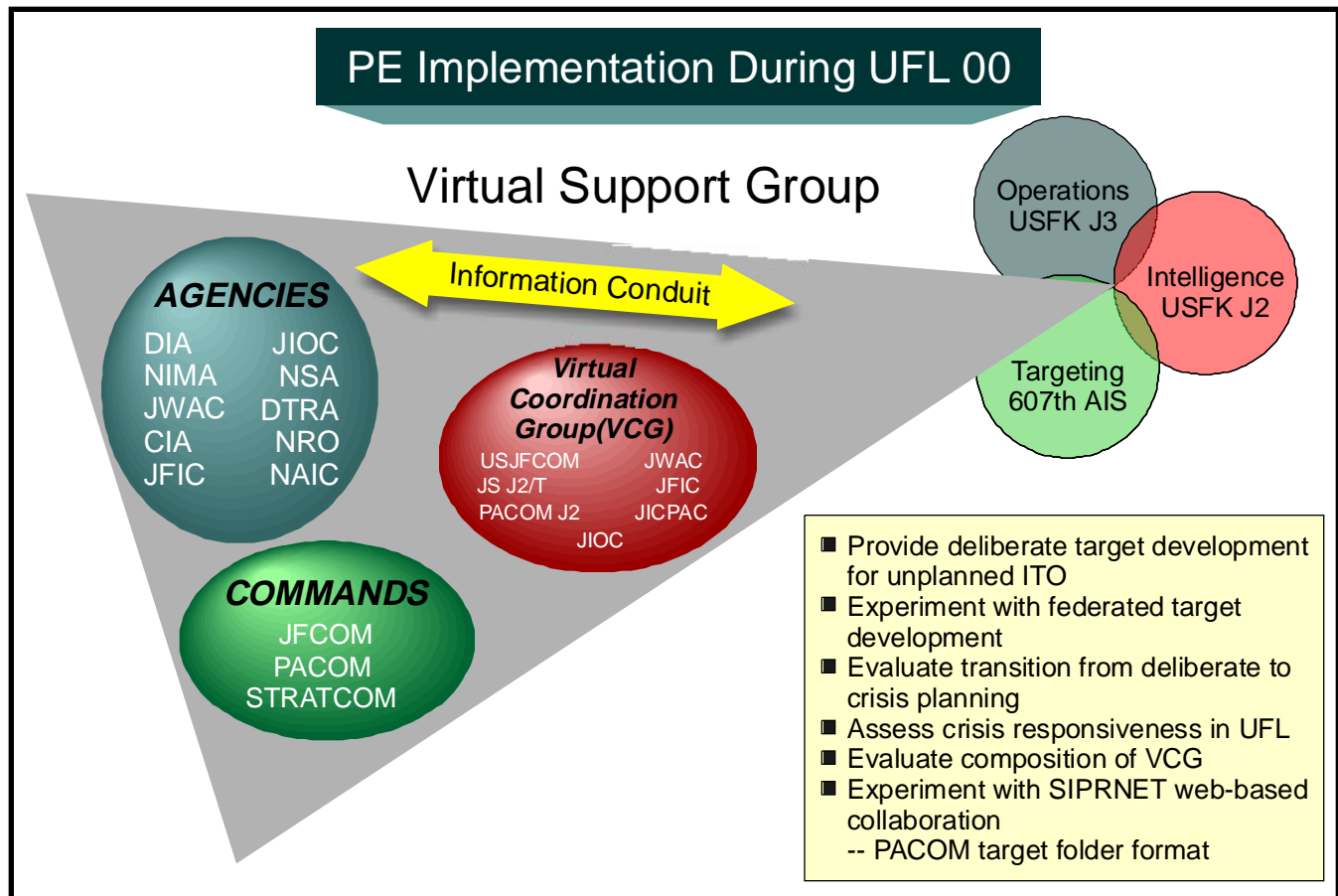


Figure 1. PE Implementation During UFL 00

force commander (JFC) in deliberate planning, crisis action situations, and sustained operations. This is accomplished in a networked, desktop environment where members need not be physically present, hence a "virtual" extension to the staff that supplements the existing targeting process. Using a set of collaborative tools, PE brings a disciplined methodology and standardized formats to the process, thus improving the fusion of intelligence information with operational requirements. The concept represents a specific application of the ideas embodied in the USJFCOM concept, joint interactive planning. The result achieves reachback into a persistent virtual environment containing national-level experts from relevant disciplines, supporting all six phases of the joint targeting cycle.

Specific issues that PE seeks to address in this new and challenging environment are:

- Assisting the JFC in meeting guidance from the NCA and our allies.
- Ensuring the JFC has access to critical intelligence and operational information not currently available at all levels.
- Easy activation of the ad hoc, hastily formed staff to meet crisis situations, which characterizes joint task forces (JTFs).
- The necessity for the JFC to negotiate mission parameters in unanticipated crisis situations.
- Logistical problems associated with deploying subject matter experts and their associated equipment forward.
- The lack of adequate modeling and simulation capability, coupled with a lack of time, at the JFC's headquarters to analyze alternatives.

The PE organization itself has elements located both in theater and throughout CONUS. There are three main groups in the organization. The first group consists of those elements of the JFC's staff and components that are engaged in the targeting process. The second group is the Virtual Coordination Group (VCG). The VCG consists of key players from the JFC's staff, USJFCOM, the Joint Staff and selected national level agencies. This group receives guidance from the supported commander and translates that into requirements for the third group, the Virtual Support Group (VSG). The VSG consists of the subject matter experts who perform collaborative targeting operations and develop recommendations for targets, weapons, weapon effectiveness, and combat assessment to meet the requirements identified by the VCG.

Advancements in collaborative tool technologies, the need to economize efforts, and curtailing personnel

movements make it prudent to leverage collaborative tools as a means of extending PE capabilities. Collaborative tools represent a means to distribute targeting responsibilities, improve our ability to rapidly respond to crisis situations, deploy precisely the forces needed, and maintain a robust capability rearward. The proper use of collaborative tools can be a significant force multiplier. The JFC's "targeting" staff consists of primarily the J3, the J2, and those elements involved in the targeting process—essentially those staff elements that participate as members of the joint targeting coordination board (JTCB). Component, both Service and functional, representatives are also represented in this group. This representation may be limited to the joint force air component commander (JFACC) staff, who typically is charged with developing the JFC's strategic campaign, or may include all components that have an interest in target development. This element provides the starting point for the virtual extension of the JFC's staff represented by the VSG.

The process focuses on "effects-based targeting" and is enhanced by the use of collaborative tools to exchange information in near-real time between users and providers. The warfighters communicate intent and objectives to the providers who respond with detailed target information to accomplish the objectives. This results in a product best described as a target list with measures of merit to support combat assessment and weapon recommendations that can be submitted to the JFC for consideration in addition to the target lists submitted by the JFC's components. The network or "backbone" consists of the elements described above linked together via secure desktop computer systems working in a persistent virtual environment. This environment is unique in that it allows both synchronous and asynchronous collaborations to occur, depending on the needs of the participants. Further, it allows the participants to return to the same location and continue efforts on products stored there. Current actual components include Information Workspace™ running at the SIPRNET level in an attempt to provide the widest possible access.

To collaborate in the environment, the workspace is arranged in a city-like environment that contains different buildings (see Figure 2). Each building can serve as a functional location or a geographic location. In this phase of experimentation, the buildings are divided into both. Geographically, the buildings represent combatant commands that are participating in the experimentation, while functional buildings signify processes. Within each building are floors which can also be divided functionally or geographically. Additionally, each floor can be further divided into rooms, either functionally or geographically. Associated with each room is a set of collaborative tools. These tools consist of audio controls allowing group or private chats, including a text tool for all participants to

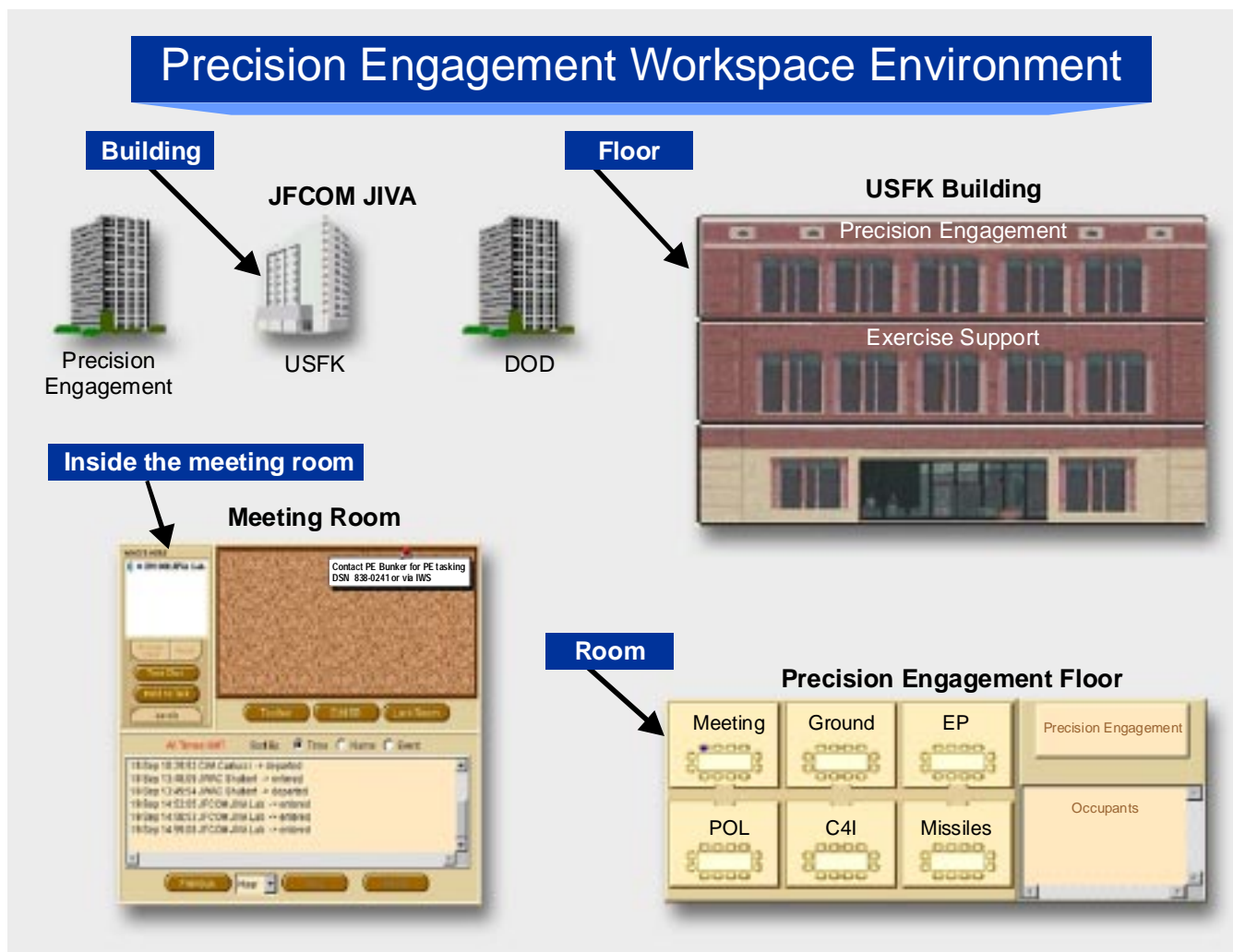


Figure 2. Precision Engagement Workspace Environment

use, the ability to add text, a whiteboard for drawing and graphics, a video capability, and a file cabinet that is windows-based. Files stored are available to anyone entering the room and are persistent and fully changeable. The graphical user interface or GUI is intuitive, following a windows-based environment. The rooms are where the work is done. They provide a space for the VSG members to gather, exchange information, store information, and resolve conflicts. In short, the rooms provide a persistent virtual workspace for the VCG and the VSG to conduct their business. The end result of this effort is the populating of target folders associated with a particular target category.

While PE provides support across all aspects of planning and throughout the joint targeting cycle, the primary data provided concerns targets. In order to standardize the way targeting data is developed, stored, and transferred, an electronic target folder (ETF) has been developed for use in the PE process. The ETF is HTML-based and uses basic encyclopedia (BE) numbers to identify all targets. If a target is developed that is not currently in the BE, then procedures exist to rapidly

incorporate that target into the BE and obtain a BE number. Users are provided intuitive input screens to enter target data. Once entered, the data is displayed in a single screen format which allows the user to locate specific information concerning the target, collateral damage, aim points, etc. In summary, PE serves as a force multiplier for the JFC's staff by augmenting its planning and targeting resources with CONUS based experts and provides a standardized method for national agencies to provide information to the warfighter. As part of this evolution, PE experimentation is driving a concept of operations (CONOPS) and validation of the process. The plan is to include the PE process in future exercises, provide PE to the combatant commanders, and brief their targeting staff on what is provided. The final goal is to "operationalize" the process so that it stands on its own while providing the JFC collaborative reachback. With USJFCOM as the facilitator, the future looks bright for the process, including future integration of information operations into the process. USJFCOM is energized and stands ready to help with your PE needs!



CHALLENGES IN SHARING JOINT TARGETING INFORMATION

By CDR Tony DeRossett, USN, Lt Col Eric Kamien, USAF, and MAJ Dolores Heib, USA

Disclaimer: The original (now condensed) version of this paper was written to satisfy requirements of the Armed Forces Staff College "Joint Perspectives" course. The contents of this paper do not necessarily reflect the views of AFSC, its Commandant, or Staff.

INTRODUCTION

Operational and tactical-level targeting is occurring with a hodgepodge of stovepipe systems such that targeting information cannot be efficiently shared among the developers and users. These Service, multi-Service and government agency stovepipe processes hinder interoperability and do not reflect the revolution in information technology envisioned in Joint Vision (JV) 2010 and JV 2020. Consequently, the overall effectiveness of US Forces in combat may be diminished and an undue burden placed on the joint force commander (JFC). A centralized targeting database network needs to be developed that is joint, common, interoperable, and accessible via a personal computer and a simple commercial Internet browser. Achieving this level of commonality and simplicity in sharing targeting information will simplify targeting activities.

BACKGROUND

There are numerous definitions throughout Service and joint doctrine addressing what a target is and what targeting means. Simply put, a target is a point of intended effect; and targeting is a rich, collaborative mix of many people, from many disciplines, with the intention of projecting power in a specific location to achieve a desired effect. Given the collaborative nature of targeting; the more target information is widespread, seamless, and shared; the better. JV 2020 refers to this amalgamation of information and expertise as precision engagement (PE)—"the ability of joint forces to locate, surveil, discern, and track objectives or targets; select, organize, and use the correct systems; generate desired effects; assess results; and reengage with decisive speed and overwhelming operational tempo as required, throughout the full range of military operations."¹ For most people, targeting is most easily defined by their specialty. This is particularly important because PE not only recognizes everyone's specific area of expertise, but also leverages these varied knowledge bases and synergistically puts them together in

a virtual, collaborative organization in which their respective talents are most useful. This targeting activity occurs in the context of the joint targeting cycle.

- The joint targeting cycle begins with the JFC's objectives—the most critical step. The JFC "provides targeting, planning, and execution guidance on the types of targets, priorities, restrictions, and desired effects both lethal and non-lethal."² This guidance is normally very broad and stated as desired end-states. Once these end-states are defined, metrics are developed for each end state. Metrics provide a method of keeping score and it is critical that they are developed in the initial phase of targeting.³ Other examples of targeting materials used in this step are the commander's intent and rules of engagement. Everyone, from the operational to the tactical level should have access to this fundamental information.
- During target development, vast amounts of information and expertise are melded into targeting strategies to best achieve the stated objectives.⁴ The players here would include the JFC's staff in collaboration with the Joint Warfighting Analysis Center (JWAC), National Reconnaissance Office, National Imagery and Mapping Agency, and Defense Intelligence Agency (DIA). If the JWAC and the JFC's staff collaborate on electric power grid targets regarding the best way to attack them, collateral damage concerns, and impact on the local populace; the data is available only to them. The tactical operator actually executing the strike would not have access to their information on why a certain run-in heading was better in avoiding collateral damage. This could lead to errors in weapons employment.
- Key to the capabilities analysis phase is a "predictive analysis to estimate the most likely outcome when using a lethal or nonlethal capability to achieve an effect against a specific target."⁵ Since detailed information on the desired effects from the strike is not captured in a centrally located targeting database, an intelligence analyst might declare the strike a failure because there is only slight damage to one small area of the target. Unfortunately, that small area might have been the intended area of effect and more force may have been ruled out due to collateral damage constraints. The analyst, being unaware, likely would recommend a reattack.
- During the mission planning step "forces and weapon systems" are identified.⁶ The PE initiative "enhances the prioritization of targets and the application of forces by affording the JFC's staff, and the components, better access to the analyses

and expertise underlying the targeting recommendations.¹⁷

- After this, execution begins. This step "prepares for, executes, and monitors the actual tasking."¹⁸ The PE initiative intends to "enhance" this phase by "permitting force-level planners direct access to detailed information on the targets, supported by the analytical reasoning that linked the targets to desired effects and the original objectives."¹⁹ Unfortunately, no systems are fielded that technically support this.
- Last is effects assessment. Once again, PE tries to link the objectives that the commander had from the outset with the task through visibility of the associated analyses and expertise by providing a target folder with everything in it. This linkage does not exist currently and, therefore, effects assessment errors will be made. Continuing the earlier example, another asset could be sent to strike the target with the wrong type of ordnance and the result may be high collateral damage or some other unintended affect.

There is no single accepted target database format or a single common means of sharing information about a target. Instead, databases of target information (digital target folders) come in a wide variety of software applications, formats, and distribution mediums. These differences are pervasive across the Services, within the different Service disciplines, and in DOD agencies. The Services have tried to develop a networked targeting information database that is common, interoperable and widely available; but for the most part, have failed. A brief look at the roles of DOD agencies, the Joint Staff (JS), the combatant commands, and the Services in targeting, doctrine, and procurement will illustrate how the targeting community has thus far tried to standardize itself.

- DIA acts "as the overall manager of the Target Materials System (TMS)" and responsible to "provide direction for the TMS to maximize coordination of effort (and) standardize target materials."²⁰ DIA could accomplish these key tasks by standardizing targeting language, target folder content, and database standards.
- JS J2/Targeting (J2/T), as a targeting community leader, works with the combatant commands and Services to standardize appropriate DOD procedures, target materials, automated support, targeting production coordination, and develop policies."²¹ As such, J2/T actively participates in several fora such as the Military Target Intelligence Committee (MTIC) and Joint Target Automation Steering Group (JTASG). JS J2/T also provides input on standardizing targeting materials for new initiatives such as the Joint Targeting Toolbox (JTT) and the

Joint Intelligence Virtual Architecture Collaborative Environment (JCE).

- The combatant commands "facilitate and coordinate the development and/or acquisition of new and revised production, reproduction, dissemination and user application technologies."²² Targeting is being addressed in their Integrated Priority List by the "Strike" Joint Warfighting Capabilities Assessment.
- The Services work to obtain standardization in targeting procedures by participating in MTIC and JTASG. The Army and Marine Corps have co-written a number of targeting-related publications.

Joint exercises and military operations of the past decade are replete with lessons learned about high-valued targeting systems failing due to their inability to share/download target data from another Service's or DOD agency's system. During Exercise UNIFIED ENDEAVOR 98-1, different targeting databases hampered training, impeded interoperability, and the timely manipulation and dissemination of data critical to operations. The joint task force (JTF) staff used the Military Intelligence Integrated Data System/Integrated DataBase while the air component staff used Rapid Application of Air Power. The conflict created by the two competing systems necessitated creating a target matrix manually. Thus, the JTF staff could not manipulate the target list and exchange data with the components in a timely manner.²³

THE ISSUE

No other discipline is in more need of true interoperability between these organizations and agencies than joint targeting due to time sensitivity and subsequent demand for efficiency. Then, why to this day are we employing targeting systems that are operating in Service vacuums? A key factor was the rush towards automation to fix the manual quagmire of sorting through the plethora of target products from numerous Service and DOD agency sources. Unfortunately, the end result was a joint targeting environment crowded with disparate applications thrown together in a vain attempt to present a clearer picture of the battlespace.

SOME POSSIBILITIES

One initiative that has already demonstrated some success in solving targeting information sharing issues is JCE. Using commercial-off-the-shelf technology and the SIPRNET, JCE provides an environment where the targeting community of interest can conduct real-time interface via both an audio-teleconferencing tool and an instant messaging tool. The main advantage of JCE is its use of a central server that all JCE clients access. This provides everyone with one database that can be updated simultaneously by

(Continued on next page)

several online users and one database format. In August 2000, US Joint Forces Command tested JCE with US Pacific Command and US Forces Korea elements during Exercise ULCHI FOCUS LENS. Initial comments indicate JCE does provide real-time links and access between producers, planners, and executors in the targeting cycle.

The most significant initiative is JTT, which uses multiple computers linked by a common protocol rather than the central server that JCE uses. The major problem with this type of architecture is the lack of targeting information commonality from one JTT element to another—although the boxes can talk to each other, there is no means to ensure that information on one JTT is provided to all the users. As a JTT user, you have to somehow know there is additional information on one of the multiple servers in the system. Although JTT is an improvement over Service specific stovepipe systems, JTT databases are not common. JTT seeks to deliver what JCE cannot—multiple menus that replicate the targeting cycle and perhaps more importantly, JTT is the first application that can both push and pull information to and from the Migration Integrated Database. JTT gets high marks in managing intelligence, surveillance, and reconnaissance assets in support of targeting, but there is much more to the targeting cycle than detecting and assessing. Execution; increasingly stressed by precision guided munitions, time critical strike, collateral damage constraints, etc.; must be absolutely precise. Perhaps JTT does not emphasize execution as much because it is largely a JS J2/T initiative.

JTT and JCE certainly provide technical solutions. JCE offers the benefits of a common, interoperable database while JTT is built around managing targeting information, but creates multiple targeting databases that are not common. Why has the joint community not agreed on one standard? The two joint systems fielded have many strengths, that if combined, would provide a joint answer to the problem of target information sharing.

A RECOMMENDATION

Our answer is to provide the targeting community with a single, centrally located, Internet-based targeting database that multiple users from all the disciplines can access and populate. Then, require the Services to use this system and no others. This solution should start with all users abandoning their stovepipe databases and moving to this new standard. If this seems harsh or untenable, the joint community has made this type of transition work in the logistics world with the Joint Flow and Analysis System for transportation, in the operational planning realm with the Joint Operation and Planning Execution System, and in the area of munitions effects with the Joint Targeting System. There will be problems, but they will be no more difficult to solve than the problems

we now face with the multitude of stovepipe systems. The need for advanced software will be negated. All that is needed is a computer, SIPRNET connectivity, and an Internet browser capable of the most rudimentary Internet protocol. A central server solves the database commonality problem and the use of a basic Internet protocol solves the access problem by making the technical requirements for the user elementary. Everyone can participate with no concern about having the latest targeting software version or that their complicated computer server protocols are set up correctly. The JS J-3 should take the lead because operations is the primary user of targeting information. Other key development players should include JS J-6 for the technical piece in concert with DIA and JS J2/T.

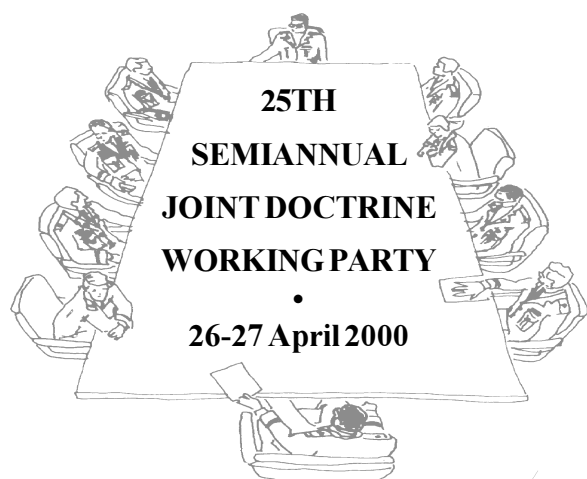
CONCLUSION

The joint world knows there is a problem with target information sharing. Unfortunately, all the Services are still funding Service-specific target information systems and the joint world continues with multiple targeting systems that do many of the same tasks. On the positive side, lots of attention is being paid to this area. With proper leadership, a workable system could be fielded and resources, currently being spent on stovepipe systems, could be used more efficiently elsewhere.

ENDNOTES

- ¹ Joint Vision 2020, June 2000, 22.
- ² JP 3-60, Doctrine for Joint Targeting, (Second Draft (SD)), 15 April 1999, I-5.
- ³ Precision Engagement CONOPS (Draft), US Joint Forces Command, Version 1.2a, 12 July 2000, 15.
- ⁴ JP 3-60 (SD), I-5.
- ⁵ IBID, I-5.
- ⁶ IBID, I-5.
- ⁷ Precision Engagement CONOPS (Draft), 16.
- ⁸ JP 3-60 (SD), I-5.
- ⁹ Precision Engagement CONOPS (Draft), 16.
- ¹⁰ Defense Intelligence Agency Manual 57-24, U.S./Allied Tactical Target Materials (U), Secret, 21 April 1993, 9-10.
- ¹¹ IBID, 10.
- ¹² IBID, 11.
- ¹³ USACOM Exercise UNIFIED ENDEAVOR 98-1, JULLS





Col (S) Mike Artese, Chief of the Doctrine Division from the United States Joint Forces Command (USJFCOM) Joint Warfighting Center (JWFC) and CAPT Bruce Russell, Chief of the Joint Vision and Doctrine Division (JVDD), J7, Joint Staff (JS) welcomed the attendees; which included representatives from each of the Services, combatant commands, and the Joint Staff directorates.

Brig Gen Jim Morehouse, Deputy Commander of the USJFCOM JWFC provided opening remarks. Among other comments, he noted that the guidance in joint doctrine is absolutely critical during the academic phase of a joint exercise—it is always the compromise position.

UPDATES

Lt Col Dave Snodgrass from JS J7/JVDD provided a joint doctrine update. He noted that 18 of the 87 approved joint publications are in revision; and 20 others are in development.

- He reviewed the new joint doctrine developmental policy. The policy requires a planner level meeting with Service, combatant command, and JS Directorate representation to resolve the contentious issue(s) if a publication misses any of its milestone dates by 30 days. If the contentious issue(s) are resolved by the planners, publication milestones are reset and development continues. If the contentious issue(s) are not resolved at the planner level; the lead agent (LA) or Joint Staff doctrine sponsor (JSDS) will brief the issue(s) at a DepOpsDeps Tank meeting 60 days past the publication's milestone. If the contentious issue(s) are resolved, the milestones are reset and development continues. If the contentious issue(s) are not resolved at the DepOpsDeps level; the LA or JSDS will brief the issue(s) at an OpsDeps Tank meeting 90 days past the publication's milestone. If the OpsDeps resolve the contentious issue(s), then the milestones are reset and development continues. If the contentious issue(s) are not resolved at the OpsDeps level; the LA or JSDS, as appropriate, will brief the issues at a Joint Chiefs of Staff Tank meeting 120 days past the publication milestone date for final

resolution. He added that delays caused by other than contentious issues will be coordinated by the LA or JSDS flag officer, via memo, to JS J7. The memo will include reasons for delay and updated milestones.

- He explained the new shortened doctrine development timeline designed to get joint doctrine in the hands of the warfighters faster. The added features are quicker planner level involvement, elimination of a 2d draft reducing the timeline by 7.5 months or 26%, and incorporation of publication preparation time. Oversight improvements include the new developmental policy and automated tracking of milestones. He explained that most publications are "grandfathered" and only new development projects will come under the new timeline.
- He noted that self-paced training on joint doctrine is available now on the Internet through doctrine networked education and training (DOCNET)—10 of 32 modules are complete. Access to DOCNET requires a password. Responses from the field (all Services and five of nine combatant commands) indicated a desire to eliminate the password requirement—the Chairman's decision is expected in July 2000.
- He added that the virtual library of doctrine will be the Joint Doctrine Electronic Information System (JDEIS). Implementation of JDEIS will strip away all redundancies in printed publications and provide a database that focuses only on specific topic areas. JDEIS will be the "Yahoo" search engine for doctrine and will link doctrine to related materials. The projected initial operational capability (IOC) is 2002 with full operational capability (FOC) in 2003.
- He announced that doctrine may be applied through the wargame CD-ROM designed for office or home use. The user plays joint force commander (JFC) in 10 different scenarios, with 4 tunable levels that allow the player to adjust opposing force levels. Local reproduction of the CD is authorized. Mr. Jim Dailey and Mr. Jim Omer from OC, Incorporated provided a demonstration.

CDR Fred Midgett from JS J7/JVDD, provided an information briefing on joint publication printing and distribution (P&D). He explained that the JS J7 establishes policy and maintains oversight for P&D, posts new JPs online (Internet and SIPRNET), manages JS distribution, and funds and processes classified JPs and JEL CD-ROMs. USJFCOM JWFC processes unclassified JPs, creates the mailing lists, coordinates the funding, processes the print job, and maintains a dial-a-pub capability. He provided charts which illustrated the demand for "pushed" publications has clearly diminished in the last three years, but "dial-a-pub" inventory has grown dramatically in response to user "pull" demand. He announced that JS J7 is seeking a "paper to electronic printing transition" due to the high cost of printing/reprinting joint publications and the near-term implementation of JDEIS.

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LTC Rick Steinke of the USJFCOM JWFC provided a joint publication assessment update. He noted that completed assessment reports back to 1997 are now posted on the USJFCOM JWFC Internet site once the report is signed by the JS J7. Since the last JDWP, USJFCOM JWFC has completed 5 assessments (all recommended normal revisions) and 10 are in progress.

DECISION BRIEFS

LtCol Mike Bulawka from the Navy Warfare Development Command provided a proposal to develop "Joint Doctrine for Functional Component Commanders." He explained that the proposed above-the-line JP will assist the JFC and staff by providing the basic fundamentals of organization, functions, responsibilities, and interrelationships between the JFC and functional and Service components; will eliminate or reduce the redundant discussions in JPs; provide a better bridge to the Universal Joint Task List; and ensure that functional component TTP will be based on a common joint doctrine. As a related matter, COL Williams from the Joint and Army Doctrine Directorate, HQ TRADOC, provided a decision brief on a proposal to develop joint doctrine on "Joint Force Land Component Commander (JFLCC) Operations." He noted the JFLCC organizational option is part of two major theaters of war concept plans. He added that joint doctrine does not discuss JFLCC in any detail and the USA needs the base guidance on JFLCC establishment; JFLCC headquarters organization and staff functions; interfaces with the JFC, Service forces, and other components; and when to disband the JFLCC headquarters to develop Service doctrine. He recommended developing a stand-alone JP with the USA as the LA and USMC as the technical review authority (TRA). LTC Rick Steinke from USJFCOM JWFC provided the front-end analysis (FEA) that concluded a separate JP on functional component is not required. Further, based on an ALSA study, Exercise UNIFIED ENDEAVOR 96-2 feedback, lessons learned from other joint exercises, and previous USJFCOM JWFC analysis; the FEA recommended developing JFLCC doctrine and JTTP in a separate publication with the USA as LA. After much discussion about the appropriateness of including functional component in JP 0-2 or in a separate publication, the JDWP voted unanimously to develop JFLCC doctrine and 9 to 5 (Marines, Coast Guard, Army, Navy, USSTRATCOM were for the proposal) to not develop a separate publication on functional component. USSOCOM and USPACOM voted NO on the understanding that these issues will be addressed in JP 0-2. CAPT Russell stated that if they are not adequately addressed in JP 0-2, the issue of a separate publication will be revisited.

Maj Doug Babb, Chief, Training and Doctrine Branch at the Joint Information Operations Center provided a decision brief on a proposal to develop "Joint Doctrine for Computer Network Defense (CND)." He noted that the importance of CND is recognized by establishment of JTF-CND and assignment

of the CND mission to USSPACECOM. He suggested that the scope of CND merits a separate JP 3-0 or 6-0 series publication and USSPACECOM should be the LA. Maj Babb also recommended discussing CND in the revision of JP 3-13.1, JTTP for Information Operations, and updating JP 3-13, Joint Doctrine for Information Operations, to reflect CND during its normal revision cycle. Lt Col Robert Barone from USJFCOM JWFC provided the FEA that concluded a joint doctrinal void regarding CND exists, but the subject matter is not broad enough to justify a JP dedicated solely to CND. The FEA recommended CND information and guidance be added to JP 3-13.1 during its normal revision cycle and included in other JPs as appropriate. After much discussion about the true scope of CND, extant guidance, and the availability of appropriate publications under revision; The JDWP voted 8-6 not to develop a separate joint publication for CND. USTRANSCOM, USPACOM, USCG, USMC, USSPACECOM, and USEUCOM voted for approval of the proposal. CAPT Russell stated that the information should be included in the revisions of JPs 3-13 and 3-13.1.

LTC Patrick Sharon of the Counterproliferation (CP) Branch, JS J-5, provided a decision brief on a proposal to develop "Joint Doctrine for Counterproliferation Operations." He explained that CP is defined as "The activities of DOD across the full range of US efforts to combat proliferation of WMD [weapons of mass destruction] including diplomacy, arms control, export controls, and intelligence collection and analyses, with particular responsibility for ensuring that US forces and interests can be protected should they confront an adversary armed with WMD or missiles." LTC Sharon concluded that CP doctrine is needed to link national strategy and policy to warfighting tasks, provide combatant commanders tasked with CP missions with guidance, and provide a joint approach. LtCol Pete Vercruysse from USJFCOM JWFC provided the FEA. He noted that combatant commanders need the guidance to develop CONPLANs. The FEA concluded a joint doctrinal void exists regarding CP operations and recommended development of a separate joint doctrine publication by a LA TBD and J-5 JS as the JSDS. After discussion on the LA assignment and the option of developing a CJCS instruction/manual, the JDWP voted 13-1 (USMC against) to develop joint doctrine for CP operations. The Air Force was tentatively assigned as the LA.

MAJ Cohen of the USA Space and Missile Defense Command provided a decision brief on the development of "JTTP for Battle Management Command, Control, and Communications (BM/C3) for the National Missile Defense (NMD) System." He concluded that there is a clear need to develop JTTP that is driven by the introduction of equipment and the training of personnel. Despite NMD IOC in 2005, he felt the joint community should not wait to begin JTTP development and recommended the USA be the LA. He added that their draft changes to JP 3-01.1, Aerospace Defense of North America, will provide the doctrinal foundation for future JTTP for BM/C3 for the NMD

(Continued on page 32)

JOINT PUBLICATION STATUS

APPROVED SINCE APRIL 1, 2000

PUB#	TITLE
1-01 Rev2	Joint Doctrine Development System
2-01.3	JITP for Joint Intelligence Preparation of the Battlespace
3-11 Rev1	Joint Doctrine for Operations in Nuclear, Biological, and Chemical (NBC) Environments
3-16	Joint Doctrine for Multinational Operations
3-34	Engineer Doctrine for Joint Operations
3-51 Rev1	Joint Doctrine for Electronic Warfare
4-0 Rev1	Doctrine for Logistic Support of Joint Operations
4-01.4	JITP for Joint Theater Distribution
4-01.8	JITP for Reception, Staging, Onward Movement, and Integration

SCHEDULED FOR APPROVAL OVER THE NEXT 6 MONTHS

PUB#	TITLE
1 Rev1	Joint Warfare of the Armed Forces of the United States
1-02	DOD Dictionary of Military and Associated Terms
2-01.1	JITP for Intelligence Support to Targeting
2-01.2 Rev1	Joint Doctrine and JITP for Counterintelligence Support to Operations
3-07.6	JITP for Foreign Humanitarian Assistance
3-07.7	JITP for Domestic Support Operations
3-17 Rev1**	Joint Doctrine and JITP for Air Mobility Operations
3-18	Joint Doctrine for Forcible Entry Operations
3-57	Joint Doctrine for Civil-Military Operations
3-60	Joint Doctrine for Targeting
	Joint Doctrine Capstone and Keystone Primer

IN REVISION OVER THE NEXT 6 MONTHS

PUB#	TITLE
0-2 Rev2	Unified Action Armed Forces (UNAAF)
1-05 Rev1**	Religious Ministry Support for Joint Operations
3-0 Rev1	Doctrine for Joint Operations
3-02 Rev1	Joint Doctrine for Amphibious Operations
3-13.1 Rev1**	Joint Doctrine for Command and Control Warfare (C2W)
3-49 Rev1	National Search and Rescue Manual
3-55 Rev1	Doctrine for Reconnaissance, Surveillance, and Target Acquisition (RSTA) Support for Joint Operations
3-55.1 Rev1	JITP for Unmanned Aerial Vehicles
4-01 Rev1**	Joint Doctrine for the Defense Transportation System
4-01.3 Rev1**	JITP for Movement Control
4-01.5 Rev1	JITP for Terminal Operations
4-02 Rev1**	Doctrine for Health Service Support in Joint Operations
4-04 Rev1**	Joint Doctrine for Civil Engineering Support

UNDER ASSESSMENT

PUB#	TITLE
1-0	Doctrine for Personnel Support to Joint Operations
2-02	National Intelligence Support to Joint Operations
2-03	JITP for Geospatial Information and Services Support to Joint Operations
3-07.3	JITP for Peace Operations
3-13	Joint Doctrine for Information Operations
3-50.2*	Doctrine for Joint Combat Search and Rescue
4-01.6	JITP for Joint Logistics Over-the-Shore (JLOTS)
4-05.1	JITP for Manpower Mobilization and Demobilization Operations: Reserve Component (RC) Callup
5-0	Doctrine for Planning Joint Operations
5-00.2	Joint Task Force Planning Guidance and Procedures
6-02*	Joint Doctrine for Employment of Operational/Tactical Command, Control, Communications, and Computer Systems

WITHIN 12 MONTH ASSESSMENT WINDOW

PUB#	TITLE	PUB#	TITLE
1-06	JITP for Financial Management During Joint Operations	3-35	Joint Deployment and Redeployment Operations
2-0	Doctrine for Intelligence Support to Joint Operations	3-51	Joint Doctrine for Electronic Warfare
2-01*	Joint Intelligence Support to Military Operations	3-53*	Doctrine for Joint Psychological Operations
3-01	Joint Doctrine for Countering Air and Missile Threats	3-58	Joint Doctrine for Military Deception
3-07.1	JITP for Foreign Internal Defense (FID)	3-59	Joint Tactics, Techniques, and Procedures for Meteorological and Oceanographic Operations
3-08*	Interagency Coordination During Joint Operations	4-01.2*	JITP for Sealift Support to Joint Operations
3-09.1 Rev1	JITP for Laser Target Designation Operations	4-01.7*	JITP for Use of Intermodal Containers in Joint Operations
3-15	Joint Doctrine for Barriers, Obstacles, and Mine Warfare	4-02.2*	JITP for Patient Movement in Joint Operations
3-16	Joint Doctrine for Multinational Operations	4-06*	JITP for Mortuary Affairs in Joint Operations
3-33	Joint Force Capabilities		

* Denotes final assessment, all others are interim assessments

** Denotes earlier than normal revision

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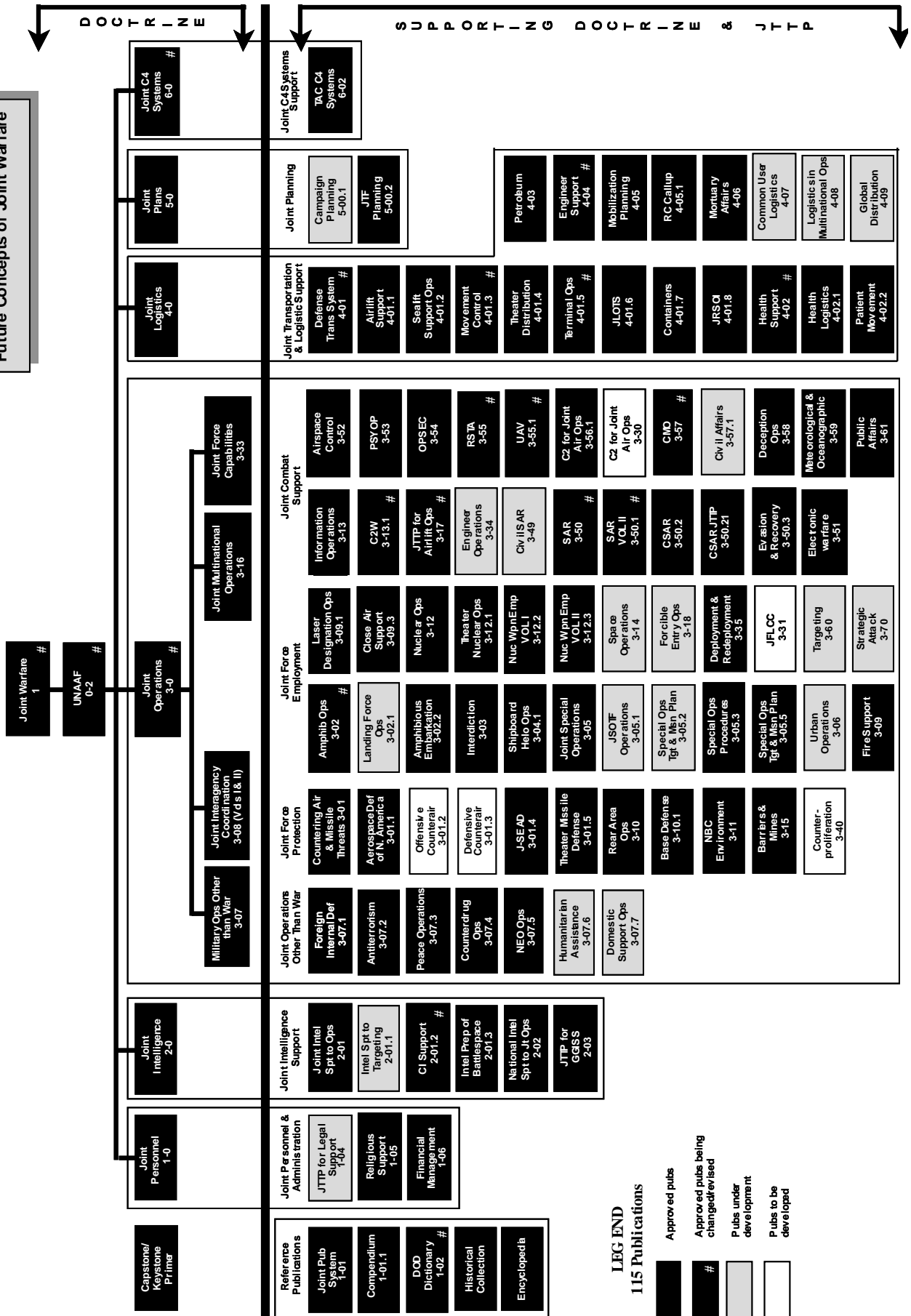
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JOINT DOCTRINE HIERARCHY

"As of 29 September 2000"

Future Concepts of Joint Warfare



DOCTRINE ORGANIZATION UPDATES

JOINT STAFF, J7, JOINT DOCTRINE, EDUCATION, AND TRAINING DIVISION, JOINT DOCTRINE BRANCH

By CAPT Bruce Russell, USN, Division Chief

Division Reorganization. The Joint Doctrine Branch is no longer part of the Joint Vision and Doctrine Division, but instead has joined with the Military Education Division and the Training Branch of the Exercise and Assessment Division to become the Joint Doctrine, Education, and Training Division (JDETD). The three branches in this new division are Joint Doctrine Branch, Joint Training Branch, and Joint Education Branch.

Personnel Turnover. Unfortunately we have no one new to introduce in the Joint Doctrine Branch, although we have said farewell to COL Jack Jones, LTC Roy Fox, and CDR Fred Midgette. COL Jack Jones completed his six months at the Joint Staff (JS) and returned to the New Mexico Army National Guard. LTC Roy Fox is the Executive Assistant for the Vice Director, Operation Plans and Joint Force Development Directorate. CDR Fred Midgette works with the Coast Guard Office of Law Enforcement, Drug Interdiction Division.

Joint Publications of Interest. The following publications have been approved since the last newsletter. Congratulations to all for the hard work and effort required for the approval and dissemination process to be successful.

- JP 1-01, Joint Doctrine Development System, 5 July 2000
- JP 2-01.3, Joint Tactics, Techniques, and Procedures for Joint Intelligence Preparation of the Battlespace, 24 May 2000
- JP 3-11, Joint Doctrine for Operations in Nuclear, Biological, and Chemical (NBC) Environments, 11 July 2000
- JP 3-16, Joint Doctrine for Multinational Operations, 05 Apr 2000
- JP 3-34, Engineer Doctrine for Joint Operations, 5 July 2000

- JP 3-51, Joint Doctrine for Electronic Warfare, 7 April 2000
- JP 4-0, Doctrine for Logistic Support of Joint Operations, 6 April 2000
- JP 4-01.4, Joint Tactics, Techniques, and Procedures for Joint Theater Distribution, 22 August 2000
- JP 4-01.8, Joint Tactics, Techniques, and Procedures for Joint Reception, Staging, Onward Movement, and Integration, 13 June 2000

The three highest-interest publications identified at the last Joint Doctrine Working Party have made significant progress. JP 1, Joint Warfare of the Armed Forces of the United States (Final Coordination (FC)), was released on 1 August 2000. It will be forwarded for approval in October 2000. JP 0-2, Unified Action Armed Forces (UNAAF) (Revision First Draft), was released on 28 April 2000 and the preliminary coordination draft is expected to be released in November 2000. JP 3-0, Doctrine for Joint Operations (Preliminary Coordination), was released on 4 August 2000 and the final coordination version is due for release in January 2001.

Joint Publication Printing Status. Funding is available to print all the publications currently in the printing queue. The following publications are in or have completed FC and will be next in the print queue:

- JP 1, Joint Warfare of the Armed Forces of the United States, approval expected in October 2000
- JP 1-02, DOD Dictionary of Military and Associated Terms, approval expected in October 2000
- JP 2-01.2, Joint Doctrine and Tactics, Techniques, and Procedures for Counterintelligence Support to Operations, approval expected in December 2000
- JP 3-18, Joint Doctrine for Forcible Entry Operations, approval expected in January 2001
- JP 3-57, Joint Doctrine for Civil-Military Operations, approval expected in January 2001

The new joint doctrinal developmental policy that went into affect on 1 June 2000 has proven successful. A planner level meeting with combatant command, Joint Staff, and Service representation successfully solved contentious issues in JP 1-01 so the publication could stay on track and be approved in July 2000.

(Continued on next page)

A planner-level meeting is scheduled to resolve contentious issues in JPs 3-02, Joint Doctrine for Amphibious Operations, and 3-18, Joint Doctrine for Forcible Entry Operations. If the contentious issues are resolved at the planner level, then the publications' milestones will be reset and they will continue development. If the contentious issues are not resolved at the planner level, before 60 days past the publications' milestone date (end of November 2000 for both publications) the agencies controlling the publications (USN for JP 3-02 and JS J-3 for JP 3-18) will brief the issues at a DepOpsDepts "tank session." If the contentious issues are resolved, the milestones are reset and the publications continue development. If the contentious issues are not resolved by the DepOpsDepts, then 90 days past the publications' milestone date (end of December 2000 for both publications), the agencies controlling the publications will brief the issues at an OpsDepts "tank session." If the OpsDepts resolve the contentious issues, then the milestones are reset and the publications continue development. If the contentious issues are not resolved, then 120 days past the publications' milestone date (end of January 2000 for both publications) the agencies controlling the publications will brief the issues at a Joint Chiefs of Staff "tank session" for final resolution.

A few lead agents have requested and received a one-month extension for publications delayed due to other than contentious issues. They provided a flag officer memorandum to the JS J7 with reasons for the delay and proposed new milestones. The JS J7 concurred that the issues involved in the delay were not contentious, the milestones were reset, and development continued. To find out the latest status of publications, go to the Joint Doctrine Internet site (<http://www.dtic.mil/doctrine>) and review the quarterly update.

Electronic Distribution. Doctrine and related material are now available on the Chairman's Internet and SIPRNET joint doctrine sites in the Joint Electronic Library (JEL). Doctrine information is disseminated via e-mail on the Internet and SIPRNET in addition to AUTODIN message traffic. Recent updates to this process include the following:

- CDR deGozzaldi maintains the 'JDETD Distribution' e-mail mailing lists for the Internet and SIPRNET. Please coordinate changes to distribution through her at DSN 223-2882, COMM (703) 693-2882, or e-mail: degozs@js.pentagon.mil.
 - Draft publications and Doctrine Networked Education and Training or DOCNET are password controlled. Contact your Service or combatant command joint doctrine POC to obtain the passwords.
 - All unclassified Chairman of the Joint Chief of Staff Instructions (CJCSIs)/Manuals (CJCSMs) have been converted to electronic format. As CJCSM/CJCSIs are revised, they will be periodically posted on the JEL.
 - For an update on publication suspenses, review the JEL calendar.
 - For an update of publication milestones review the quarterly update on the JEL.
- The objective of the joint doctrine initiatives is to provide doctrine practitioners and all Service members, either active duty or Reserve Component, with a baseline knowledge for joint doctrine at the highest level of quality possible. The result will be a quantum leap in the overall quality and effectiveness of the entire force to accomplish joint missions. The initiatives that are fully funded are the JEL, Joint Doctrine Electronic Information System (JDEIS), DOCNET, and Joint Force Employment Interactive CD ROM (Wargame).
- The JEL is available through the Internet and on CD-ROM. It contains over 10,000 digital files, including all joint publications, unclassified CJCSIs/Ms, key Service publications, and a host of reference documents. The JEL Internet site is among the most popular and often-used in DOD with over six million visitors per year.
 - The next evolution of the JEL is JDEIS, which is under development. JDEIS is envisioned as an organized multimedia interactive information system containing a database of doctrine; which is linked electronically to the Universal Joint Task List, select CJCSIs/Ms, lessons learned, historical collections, future concepts, the DOD dictionary, and other related doctrinal materials and references. It also will include a sizable amount of complementary research, audio, video, and other multimedia material. JDEIS will be rapidly accessible by the entire military community from the Internet and other Defense information networks.
 - DOCNET is designed to enhance the joint doctrine learning experience through online modules providing doctrine-based information in an interactive and multimedia environment. DOCNET modules are accessible worldwide via the Internet and include interactive animation, case studies, video supplements, and examinations. It has the capability to permit conferencing with fellow students and/or moderators. The modules are accessible from a password-protected section of the Joint Doctrine Internet site. Ten modules are currently available (four are in evaluation).

Eighteen additional modules are planned and will be added as they are developed. All modules will be complete by the end of FY 01.

- The Joint Force Employment CD-ROM (Wargame)—an opposing force practical application—is designed to enhance learning of joint doctrine. It leverages leading-edge technologies employed by the video gaming industry, enabling users to test their knowledge of joint doctrine by conducting a "virtual" joint operation employing doctrinal principles learned from DOCNET. This realistic training tool incorporates a number of different basic scenarios that span the entire range of joint military operations. At the conclusion of each scenario, users are provided with extensive feedback information to culminate the learning experience. The Wargame has been distributed to all the Services, combatant commands, and agencies in the quantities they requested.

Allied Joint Doctrine (NATO). Three allied joint doctrine publications are now ratified—AJP 01(A), Allied Joint Doctrine; AJP-4, Allied Joint Logistics; and AJP 3.3, Allied Joint Air and Space Operations. AJP-4.10, Allied Joint Medical Support Doctrine, is in the process of ratification review; and AJP-3.6, Electronic Warfare, and AJP-4.6, Multinational Joint Logistics Center, will soon follow. Other publications making headway are AJP 01(A), Allied Joint Doctrine (revision); AJP-3, Allied Joint Operations; AJP-3.4, Military Operations Other Than War; and AJP-3.4.1, Peace Support Operations. Work will now commence on the FY 01 publication review (a yearly requirement). AJP-3 is ready for development as a ratification draft, AJP-3.4 (which will be renamed Non-Article 5, Crisis Response Operations) is being prepared for draft framework coordination, and AJP-3.4.1 is also ready for development as a ratification draft.

Other Multinational Activity. Since the last update, JDETD representatives attended several meetings concerning multinational interoperability. This included the Canada - US Military Cooperation Committee (MCC), the Quadripartite Combined Joint Warfare Conference (QCJWC), and the six-nation Multinational Interoperability Council (MIC). JDETD also supported Office of the Secretary of Defense-sponsored talks with the French Ministry of Defense by preparing two combined studies on doctrine and operations with the French J7 staff. JDETD also authored a white paper for MIC on the "Lead Nation Concept in Multinational Operations," which will soon be out for final coordination. There also is ongoing cooperation with JS J-3 regarding general doctrinal and specific multinational aspects of their developing joint mission area statements and a joint operational architecture.

JOINT AND ARMY DOCTRINE DIRECTORATE (JADD), HEADQUARTERS, US ARMY TRAINING AND DOCTRINE COMMAND (HQ, TRADOC)

By COL Mark E. Warner, USA, Director

We fondly bid farewell and best wishes to Colonel Bill Williams who recently passed the Director's mantle on to me, and retired after 30 years of outstanding and dedicated service. His many accomplishments were absolutely world-class, and we will miss him. We welcome many new faces: LTC Heldur Liivak, LTC Reggie Mason, MAJ Dave Lorenz, Mr. Bill Shugrue, and Mr. Steve Senkovich. Please see the points of contact directory on page 19 for full details.

Joint and Army Doctrine Update. Joint and Army doctrine have changed significantly during the last year. Some key joint doctrine publications are being written/revised and Army doctrine has a new hierarchy and numbering system. Below is an update on some of the publications that our doctrine writers have been diligently working.

Joint Force Land Component Commander (JFLCC) Doctrine. The Army and Marine Corps are developing a JFLCC Handbook that focuses on joint tactics, techniques, and procedures for command and control of joint force land operations. Comments on the preliminary coordination version have been received from the Services, Joint Warfighting Center, and others. The final coordination version was recently completed and released for comment. Approval and distribution of the handbook is programmed for November 2000. Further, the Army presented a proposal at the April 2000 Joint Doctrine Working Party to develop a joint doctrine publication on JFLCC operations. The proposal was approved and designated JP 3-31, Command and Control for Joint Land Force Operations. A program directive was submitted to Joint Staff J7 for approval. Our POC is MAJ Ken Bowman at DSN 680-3892 ore-mail: bowmank@monroe.army.mil.

New Army Hierarchy and Numbering System. A new numbering system for all FMs has replaced the existing one in general use by the Army. Details can be found in the soon-to-be revised DA Pam 25-40 and AR 25-30. This change has been implemented to align the Army doctrine numbering system with the joint publication numbering system conventions. It was recently approved by the TRADOC Commanding General and the Administrative Assistant to the Secretary of the Army. Implementation of the system is already in progress.
(Continued on next page)

Note: The publication numbers shown elsewhere in parentheses in this article reflect the old FM numbers. Our POC is Mr. Scott Wales at DSN 680-4316 or e-mail: waless@monroe.army.mil.

Army Transformation Doctrine. To support transformation of the Army, TRADOC is developing doctrine on three axes. Along the first axis, proponents are developing tactics, techniques, and procedures (TTP) for the Brigade Combat Team (BCT) using Interim Force Organization and Operations as a framework. The BCT initial drafts of 19 FMs and 7 annexes were collaboratively developed and posted to the doctrine Internet site at <http://doctrine.army.mil> in April 2000. Since then, the BCT at Fort Lewis, WA, has been using and assessing this doctrine, as well as the training publications developed for the Interim Force. Unit inputs are being fed through the Brigade Coordination Center to the proponents for development of subsequent drafts. Along the second axis, TRADOC will revise division and corps doctrine to address command and control and support issues of the BCT. Revision of the division and corps doctrine is dependent upon the redesigns of the division and corps structures. The initial draft of FM 3-100.71 (71-100), Division Operations, will be out for staffing in mid-October 2000 with a final draft coming out in mid-January 2001. The revision of FM 3-100.15 (100-15), Corps Operations, is currently on-hold pending the corps redesign with no scheduled release date. Along the third axis, TRADOC continues revisions of publications per the Doctrine Master Plan to support the transformation of the Legacy Force. This begins with an integrated rewrite of fundamental doctrine to carry the key elements of the Army Vision. Rewrites include FMs 1 (100-1), The Army, 3-0 (100-5), Operations, 3-50 (100-7), Decisive Force, 3-07 (100-20), Stability and Support Operations, 3-40 (100-40), Tactics, 4-0 (100-10), Combat Service Support, and 3-100.1 (100-15), Corps Operations. Our POC is LTC May, DSN 680-3439 or e-mail: mayga@monroe.army.mil.

Homeland (Defense) Security. The Army has decided to adopt the term "homeland security" rather than "homeland defense." A series of meetings during FY 00 culminated in an Army-sponsored political-military game called LEXINGTON 2000, held in April 2000. This created a draft definition and roles and missions for the subject area. This Army-led work is continuing with development of the Strategic Plan For Homeland Security. The draft was released in the first week of October 2000. A series of Council of Colonels and General Officer Steering Committee meetings will review and approve the plan. This document is due to the Chief of Staff of the Army by the end of December 2000. US Army TRADOC has begun the process to create a formal concept on Homeland Security (TRADOC Pamphlet 525-107). This effort is expected to take place

in FY 01. Our POCs are MAJ Ted Martinell at DSN 680-2234 or e-mail: martinet@monroe.army.mil and Mr. Larry Heystek at DSN 680-4489 or e-mail: heystekl@monroe.army.mil.

FM 1, The Army, is the Army's capstone field manual. As of this writing, it is with the Chief of Staff of the Army for review/comment. Approval is pending.

FM 3-0, Operations, defines how the Army conducts full spectrum operations. It will be published following FM 1.

FM 3-07 (100-20), Stability Operations and Support Operations (First Draft), is being staffed for comments.

FM 3-40 (100-40), Tactics (Revised Final Draft), is being reviewed for comments.

FM 3-50 (100-7), Decisive Force (First Draft), is the Army's overarching operational-level doctrine and is closely linked to the newly revised Army and joint keystone doctrine found in FM 3-0 (formerly FM 100-5) and JP 3-0, Doctrine for Joint Operations. The scope of FM 3-50 (100-7) has been expanded from the previous version to include JFLCC operations. This revision is intended to clarify the roles of Army Forces (ARFOR) and incorporates ARFOR lessons learned in recent operations in Kuwait, Bosnia, and Kosovo. It is being reviewed. Comments are due 13 October 2000.

FM 3-71 (71-100), Division Operations (First Draft), was sent out for review at the end of September 2000.

FM 3-100.1 (100-15), Corps Operations, is on hold pending Corps design analysis work.

FM 4-0 (100-10), Combat Service Support (Final Draft), is scheduled for release by mid-October 2000. It is the Army's overarching combat service support (CSS) doctrinal publication. Its scope will include more discussion of operational level, joint, multinational, and Force XXI CSS doctrinal principles.

FM 5-0 (101-5), Army Planning and Decision Making (First Draft), was released for review at the end of September 2000.

FM 6-0 (100-34), Command and Control (Final Draft), was released at the end of August 2000 for review. Comments are due 27 October 2000.

Questions about Army manuals should be referred to LTC Chuck Maurer at DSN 680-2888 or e-mail: maurerc@monroe.army.mil.

HEADQUARTERS, AIR FORCE DOCTRINE CENTER (HQ, AFDC)

By Maj Fred "VC" Van Cleave, USAF, HQ
AFDC/DJ

HQ AFDC's Joint Integration Directorate (AFDC/DJ) has undergone numerous personnel changes over the Summer. Our sole personnel loss since the last edition of *A Common Perspective* was a big one—our former director, Col Robert J. "Bob" Hinger, has been reassigned as the chief of USJFCOM JWFC's Doctrine Division. Our new director is Col Wade B. "McBob" McRoberts. He comes to us from the Pentagon, where he served as Chief, Strategy, Concepts & Doctrine Division (The Skunk Works), along with other key positions at HQ USAF. Col McRoberts is a former key AFDC member, and we definitely welcome him back. We also extend a warm welcome to several other new additions to our doctrine team. Lt Col Craig S. McLane, has come to us from a Fellowship in Washington, DC, and is now heading up our Combat Operations Division. Lt Col Ray "Joker" Clark is the new Chief of our Logistics Branch, bringing his practical experience as the Deputy Operations Group Commander for Maintenance. Lt Col Michael A. Murawski from Air Mobility Command's Inspector General Team takes over as Chief, Combat Support Division, and is dual-hatted as our Air Mobility Branch chief. Lt Col Michael V. "Gambler" McKelvey, an F-15E Strike Eagle driver by trade with extensive experience on the Air Combat Command Staff, heads up our Counterland Branch. Maj Christopher "Larsoni" Larson is chief of our new NATO Branch. He brings with him a wealth of experience in operational exercises and wargaming from HQ AFDC at Maxwell AFB, AL. Two more arrivals in the Fall, Maj John P. Klatt (Space and Missile Branch), and Maj(S) Dale Bruner (Intelligence Branch) complement AFDC/DJ's joint and multinational doctrine team.

The following paragraphs reflect the latest activities with some of the joint publications for which the Air Force is either the lead agent or primary review authority:

- The JP 3-01.2, Joint Doctrine for Offensive Operations for Countering Air and Missile Threats, program directive (PD) was published in August 2000 and can be found at http://www.dtic.mil/doctrine/jel/pd/3_01_2pd.txt. We expect to have the first draft out for coordination by the end of February 2001.
- JP 3-17, Joint Doctrine and Joint Tactics, Techniques, and Procedures for Air Mobility Operations, was delivered to the Joint Staff with comments resolved. Preliminary coordination (PC) took place in August 2000. Final coordination (FC) is expected in December 2000.
- JP 3-30 (will replace JP 3-56.1), Command and Control for Joint Air Operations. The April 2000 JDWP voted to renumber this publication during revision since it is orphaned by the now defunct JP 3-56 project. Preliminary coordination on the new PD was complete in August 2000. Once FC is accomplished and the PD is approved, the first draft will be produced and distributed for worldwide review in March 2001. JP 3-56.1 remains in effect until JP 3-30 is published, then JP 3-56.1 will be rescinded.
- The JP 3-52, Doctrine for Joint Airspace Control in the Combat Zone, final assessment was completed in May 2000 by JWFC. It was determined that a normal revision cycle will be accomplished. Please contact Maj Ken Smith, AFDC/DJS, if you would like details of the report (DSN 574-2758; kenneth.smith@langley.af.mil).
- JP 3-55, Joint Doctrine for Intelligence, Surveillance, and Reconnaissance (ISR) and Target Acquisition (TA). Final coordination on the PD was completed in August 2000. The first draft is currently being developed and is expected to be released for worldwide review during February 2001.
- JP 3-55.1, Joint Tactics, Techniques, and Procedures for Unmanned Aerial Vehicles. After the most recent worldwide staffing, several commands commented that the publication has seriously missed the mark in a number of areas. The reviewers felt it inadequately addressed all the currently-used unmanned aerial vehicles (UAVs), command and control issues, and operational processes; lacked the information to ensure full employment of UAV assets to conduct reconnaissance, surveillance, and target acquisition missions; and fell short in some other lesser issues. Of particular significance, US European Command, with a host of UAV experience, has recommended a restart and rewrite of this publication. The Joint Staff doctrine sponsor (J-3) agrees. Both organizations have commented that the problems "thread" their way through the entire publication and can not be corrected through line-in/line-out changes.
- JP 3-60, Doctrine for Joint Targeting (PC). A PC working group was held in April 2000 to resolve outstanding issues. PC was completed in August 2000 with FC expected to be accomplished in November 2000.
- The JP 3-70, Joint Doctrine for Strategic Attack, PD was published in March 2000. An author's draft conference is scheduled for October. The first draft is scheduled for worldwide review in January 2001.

(Continued on next page)

Regarding Air Force Doctrine Document (AFDD) development, AFDC's Doctrine Development Directorate (AFDC/DR) at Maxwell AFB has been busy as usual. Since the last edition of this newsletter in April 2000, the following have been approved:

- AFDD 2-3, Military Operations Other Than War
- AFDD 2-1.6, Combat Search and Rescue

The following six AFDDs are in revision:

- AFDD 2-1.1, Counterair
- AFDD 2-1.2, Strategic Attack
- AFDD 2-1.8, Counter NBC Operations
- AFDD 2-2, Space Operations
- AFDD 2-3.1, Foreign Internal Defense
- AFDD 2-5, Information Operations

There are a total of 29 approved AFDDs. Four more are in the final stages of initial development. All of these documents (along with other approved AFDDs) are available on our Internet site at <http://www.doctrine.af.mil> and on the SIPRNET at <http://www.doctrine.af.smil.mil>.

MARINE CORPS COMBAT DEVELOPMENT COMMAND (MCCDC), DOCTRINE DIVISION, JOINT BRANCH

By Lt Col M. Triplett, USMC

The US Marine Corps is presently monitoring the progress of several joint publications.

Comments have been compiled on JP 3-06, Joint Doctrine for Urban Operations (First Draft), and a working group was held from 29-30 August 2000. The second draft is due out for worldwide review during the first week of October 2000.

Another publication of interest to the Marine Corps is JP 3-02, Joint Doctrine for Amphibious Operations. The Marine Corps desires to shift command relationships away from the old commander, amphibious task force (CATF) – commander, landing force (CLF) standard. Instead of a relationship involving CATF and CLF sharing the command and control duties during an amphibious assault, the Marine Corps seeks a shift to a "supported-supporting" relationship.

As the lead agent, the Marine Corps is looking towards the future with JP 3-09.3, Joint Tactics, Techniques, and Procedures for Close Air Support (CAS). In support of this effort, the third annual Joint CAS Symposium was held from 10-12 October 2000 at the Marine Corps Combat Development Command, Quantico, VA. This symposium

USJFCOM JWFC ELECTRONIC RESEARCH LIBRARIES

Using your Internet browser, go to the USJFCOM JWFC Electronic Research Library Home Page at <http://elib1.jwfc.js.mil/>, then follow the directions for access. The full-text search and retrieval libraries are listed below:

- **Peace Operations Research Library** - Contains policy, doctrine, and other guidance, also articles, books, lessons learned, training literature, and includes a special legal section. It addresses the spectrum of military operations other than war.
- **Joint Experimentation Research Library** - Contains policy and other guidance, articles, books, and other literature. It addresses the Joint Vision 2010 period and beyond.
- **Joint Policy and Doctrine Library** - Contains DOD and joint policy, joint doctrine, and JTTP.
- **Consequence Management Library** - Includes Federal, Interagency, and DOD policy, doctrine, guidance, and other papers related to consequence management operations.

Questions should be referred to Mr. Chuck McGrath at (757) 686-6105 or Mr. Jim Shell at (757) 686-6121. DSN is 668.

was the latest in a series of meetings that originated in August 1998 and includes representatives from each of the Services and combatant commands. Major items of discussion were JP 3-09.3 training standardization, joint CAS training and education, results from the urban CAS assessment, and combat Identification. Additionally, the symposium evaluated the potential of emerging technologies in avionics, ordnance, target-marking devices, and other CAS-enhancing items.

Lastly, the Marine Corps is working closely with TRADOC to produce the Joint Force Land Component Commander (JFLCC) Handbook, and the draft program directive for JP 3-31, Command and Control for Joint Land Force Operations.

NAVY WARFARE DEVELOPMENT COMMAND (NWDC)

By Mr. Jim Gabor

Last March, the Navy Doctrine Conference attendees recommended that the Navy doctrine community meet semiannually to address doctrinal issues. Subsequent working groups reaffirmed the necessity of an operational level working group similar in format and scope to that for the Joint Doctrine Working Party (JDWP). The Navy Doctrine Working Party (NDWP) grew out of this recommendation. It serves as the forum to provide Fleet input to the Joint Doctrine Working Party issues, propose and validate doctrine initiatives, and refine the doctrine development process within the Navy.

NWDC Detachment Norfolk, VA, hosted the inaugural NDWP from 19 to 20 September 2000. The working party approved the NDWP charter, determined a Fleet position on the "space control" proposal to be presented at the 26th JDWP, discussed project proposals for new doctrine, and approved the timeline for introduction of a SIPRNET-based doctrine development site. The NDWP also approved the restructuring of the Navy doctrine hierarchy. The new structure breaks out publications by the level of war, traditional staff lines (1-6), and mission areas. There are four publication tiers in the hierarchy as follows:

- **Naval Doctrine Publications (NDPs).** These publications address the six classical areas of doctrine and serve as the connection to the National Military Strategy.
- **Navy Warfare Publications (NWP).** This tier is composed of operational level doctrine.
- **Navy Tactics, Techniques and Procedures (NTTP).** This tier contains tactical level guidance.
- **Navy Tactical Reference Publications (NTRPs).** These are the underlying reference materials.

Additionally, Navy primary review authorities updated the NDWP on the status of numerous NWPs including: Navy Fires, Assured Access, Antisubmarine Warfare, Organic Mine Warfare, Combat Logistics Force, and the Composite Warfare Commander's Manual. Several project proposals were presented and validated as warranting additional study.

The first NDWP was a huge success. Future meetings will continue to serve as a catalyst for innovation and as a link between the Fleet customer and the developers of Navy doctrine.

AIR LAND SEA APPLICATION (ALSA) CENTER

By COL Mark Zodda, ALSA Center Director

Now, perhaps more than ever, all military operations are seen as being joint. Yet, for all of our training and exercising in this multi-Service role, warfighters still confront the problem of operating efficiently and effectively in advance of doctrine. It is the reason that the ALSA Center was formed over 25 years ago. Our mission remains to rapidly and responsively develop multi-Service tactics, techniques, and procedures (MTTP) publications or studies that facilitate joint information exchange and operational solutions for the warfighter. We meet these immediate needs by providing written procedures that close the gap between existing joint and Service doctrine focusing at the tactical and operational levels.

As you, the warfighter, identify issues where a MTTP publication or study would improve operational effectiveness or where there is a clear need for a common method for the Services to operate, please contact us. Anyone can recommend a project of warfighting interest for the ALSA Center to pursue and we welcome these ideas from any source. Once we are informed of a perceived void in existing multi-Service procedures, we forward the idea for a project to our controlling Joint Actions Steering Committee (JASC). The JASC represents each of the Service doctrinal commanders and is comprised of General/Flag Officers from all four Services who decide whether this is a project that ALSA should pursue. Once such a program is approved, we then go back to the Services for subject matter experts to meet on neutral ground at the ALSA Center. Our action officers act as facilitators, with Service subject matter experts developing and writing a multi-Service solution to the problem. We are often capable of providing approved solutions within a year. The ALSA Center attempts to find common ground to allow us to operate together effectively and efficiently.

The tables on the next three pages provide status updates on our current publications and new projects.

JOINT PUBLICATION USER FEEDBACK

Everyone has the opportunity to make recommendations to improve JPs. Each JP solicits user comments. Comments received by the joint community will be included in the final publication assessment report prepared by the USJFCOM JWFC to help make joint doctrine the best warfighting guidance available. Contact any of our officers through the e-mail, phone, or fax numbers provided on page 18.

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CURRENT ALSA PUBLICATIONS

TITLE	DATE	PUB #	DESCRIPTION
AMCI: <i>Army and Marine Corps Integration in Joint Operations</i>	MAY 96 (under revision)	A: FM 3-97.31 (FM 90-31) M: MCRP 3-3.8 N/AF: N/A	Procedures for integrating Army and Marine Corps during joint combat operations. POC: Team C
ARM-J: <i>Antiradiation Missile Employment in a Joint Environment</i> (Distribution Restriction)	JUN 95 (under revision)	A: FM 2-00.2 (FM 90-35) M: FMFM 5-58 N: NWP 3-01.41 AF: AFTTP(I) 3-2.11	Describes Service antiradiation missile platform capabilities, employment philosophies, ground/naval emitters, emitter ambiguities, and rules of engagement. Multi-Service procedures for antiradiation missile employment in a joint or multinational environment, with an emphasis on fratricide prevention. POC: Team A
BMO: <i>Bomber Maritime Operations</i> (SECRET)	JUN 00	A: N/A M: MCRP 3-23 N: NTTP 3-03.5 AF: AFTTP(I) 3-3.25	Provides joint task force (JTF) planners information on USN, USMC, and USAF bombers into the maritime environment. POC: Team E
<i>Brevity Codes</i>	APR 97 (under revision)	A: FM 3-97.18 (FM 90-38) M: MCRP 3-25B N: NWP 6-02.1 AF: AFTTP(I) 3-2.5 AFI PAM 10-228	A pocket-size dictionary of joint use brevity codes to augment JP 1-02, <i>DOD Dictionary of Military and Associated Terms</i> , and to expedite joint and coalition communications during combat. POC: Team F
*CCD: <i>Camouflage, Concealment, and Decoys</i> (Distribution Restriction)	APR 97	A: FM 3-58.19 (FM 90-19) M: MCRP 3-36.4A N: NWP 3-58.11 AF: AFTTP(I) 3-2.1	Multi-Service tactics, techniques, and procedures (MTTP) for conducting camouflage, concealment, and deception operations in a joint environment. This publication is currently being assessed to retain, revise, or rescind. A decision paper is being prepared recommending rescinding it—the information contained in the publication is also available in several joint publications. POC: Team C
*EWO-J: <i>Electronic Warfare Operations in a Joint Environment</i> (Distribution Restriction)	JUL 94	A: FM 2-40.3 (FM 34-42) M: MCRP 3-36.1A N: NWP 3-51.1 AF: AFTTP(I) 3-2.9	Explains concepts, applications, and procedures to plan, implement, and execute joint electronic warfare operations. This publication is currently in the three-year window to retain, revise, or rescind. ALSA is working with each Service to obtain their recommendation. POC: Team A
ICAC2: <i>Multi-Service Procedures for Integrated Combat Airspace Command and Control</i>	JUN 00	A: FM 3-52.1 (FM 100-103-1) M: MCRP 3-25D N: NTTP 3-52.1(A)	Describes the functions of each Service's airspace management system and how to integrate their operations in a joint environment. Provides methods to increase the effectiveness of airspace users, while minimizing the potential for fratricide. POC: Team D
JAAT: <i>Joint Air Attack Team Operations</i>	JUN 98	A: FM 3-09.33 (FM 90-21) M: MCRP 3-23.A N: NWP 3-01.03 AF: AFTTP(I) 3-2.10	Provides tactics for joint operations between attack helicopters and fixed-wing aircraft performing close air support (CAS). POC: Team F
JATC: <i>Multi-Service Procedures for Joint Air Traffic Control</i>	JAN 99	A: FM 3-56.2 (FM 100-104) M: MCRP 3-25A N: NWP 3-56.3 AF: AFTTP(I) 3-2.23	A ready reference source for guidance on air traffic control (ATC) responsibilities, procedures, and employment in a joint environment. Details responsibilities for initial, follow-on, and sustained ATC operations within the operational area. Outlines processes for synchronizing and integrating forces and specialized ATC equipment. POC: Team D
*J-Fire: <i>Joint Application of Firepower</i>	NOV 97	A: FM 3-09.32 (FM 90-20) M: MCRP 3-16.8B N: NWP 3-09.2 AF: AFTTP(I) 3-2.6	A pocket-size guide of procedures for calls for fire, CAS, and naval gunfire. This publication is currently in the three-year window to retain, revise, or rescind. ALSA is working with each Service to obtain their recommendation. POC: Team F
*J-Prowler: <i>Multi-Service Tactics, Techniques, and Procedures for EA-6B Employment in a Joint Environment</i> SECRET	JUL 97	A: N/A M: MCRP 3-22A N: NWP 3-09.2 AF: AFTTP(I) 3-2.6	Provides, planners, decisionmakers, and operators a reference for planning and execution EA-6B operations in support of joint suppression of enemy air defenses. This publication is currently in the three-year window to retain, revise, or rescind. ALSA is working with each Service to obtain their recommendation. POC: Team E
*J-STARS: <i>Multi-Service Tactics, Techniques, and Procedures for the Joint Surveillance Target Attack Radar System</i> SECRET	JUL 97	A: FM 2-00.1 (FM 90-37) M: MCRP 2-2B N: NWP 3-55.13 AF: AFTTP(I) 3-2.2	Procedures for the employment of the J-STARS system in dedicated support to Corps commanders and other ground commanders. This publication is currently in the three-year window to retain, revise, or rescind. ALSA is working with the Services to get their recommendation. POC: Team G
JTF IM: <i>Joint Task Force Information Management</i>	APR 99	A: FM 3-99.4 (FM 101-4) M: MCRP 6-23A N: NWP 3-13.1.16 AF: AFTTP(I) 3-2.22	MTTP on how to manage, control, and protect information in a JTF headquarters conducting continuous operations. POC: Team B

CURRENT ALSA PUBLICATIONS (Continued)

TITLE	DATE	PUB #	DESCRIPTION
<i>JTF Liaison Handbook</i>	AUG 98	A: FM 3-99.3 (FM 90-41) M: MCRP 5-1.A N: NWP 3-56.2 AF: AFTTP(I) 3-2.21	Defines liaison functions and responsibilities associated with standing up a JTF. POC: Team E
JTMTD: Joint Theater Missile Target Development	OCT 99	A: FM 3-01.21 (FM 90-43) M: MCRP 3-42.1A N: NWP 3-01.13 AF: AFTTP(I) 3-2.24	Establishes a common framework for Soldiers, Sailors, Airmen, and Marines responsible for intelligence preparation of the battlespace sensor employment, collection management, current and future operations, target development, and force application against an adversary's theater missile forces. POC: Team F
<i>NBC Defense of Theater Fixed Sites, Ports, and Airfields</i>	AUG 00	A: FM 3-11.34 (FM 3-4-1) M: MCWP 3.37.5 N: NTPP 3-11.23 AF: AFTTP(I) 3-2.33	Provides commanders and personnel responsible for nuclear, biological, and chemical (NBC) defense planning at theater bases or base clusters. A reference for planning, resourcing, and executing NBC defense of fixed sites, ports, and airfields. Resolving USAF comments. Joint Service Integration Group (JSIG) is now the proponent. POC: Team E
NLW: Tactical Nonlethal Weapons	OCT 98	A: FM 3-52.2 (FM 90-40) M: MCRP 3-15.8 N: NWP 3-07.31 AF: N/A	MTTP that describes tactical nonlethal weapons and addresses their employment in operational environments. (Also published as US Coast Guard Pub 3-07.31) POC: Team D
*RECCE-J: Requesting Reconnaissance Information in a Joint Environment	JUN 96	A: FM 2-40.4 (FM 34-43) M: MCRP 2-2.1 N: NWP 3-55.2 AF: AFTTP(I) 3-2.13	Describes the reconnaissance and intelligence cycle, reconnaissance products, and request procedures. This publication is currently in the three-year window to retain, revise, or rescind. ALSA is working with each Service to obtain their recommendation. POC: Team E
Reprogramming: Handbook for Reprogramming of Electronic Warfare and Target Sensing (Distribution Restriction)	APR 98	A: FM 2-00.4 (FM 34-72) M: MCRP 3-36.1B N: NWP 3-13.1.15 AF: AFTTP(I) 3-2.7	This MTTP supports the JTF staff in the planning, coordinating, and executing of reprogramming of electronic warfare and target sensing systems as part of joint force command and control warfare operations. POC: Team G
<i>Survival, Evasion, and Recovery</i>	JUN 99	A: FM 3-25.77 (FM 21-76-1) M: MCRP 3-02H N: NWP 3-50.3 AF: AFTTP(I) 3-2.26	MTTP to provide a weather-proof, pocket-sized, quick reference guide of basic survival information to assist Service members in a survival situation regardless of geographic location. POC: Team B
TADIL-J: Introduction to Tactical Digital Information Link J and Quick Reference Guide	JUN 00	A: FM 6-24.8 (FM 24-8) M: MCWP 3-25C N: NWP 6-02.5 AF: AFTTP(I) 3-2.27	This publication introduces Tactical Digital Information Link (TADIL) J. It is a guide for warfighters who have limited or no experience or background in TADIL J and who need a quick orientation for supplemental or in-depth information. TADIL J is also known by NATO as Link 16. POC: Team G
TAGS: Theater Air Ground System	JUL 98	A: FM 3-52.2 (FM 100-103-2) M: MCWP 3-25.2 N: NWP 3-56.2 AF: AFTTP(I) 3-2.17	Describes the concept, systems, and procedures for joint and component air-ground operations. POC: Team F
*TALK II: Multi-Service Communications Procedures for the Single-Channel Ground and Airborne Radio System (SINCGARS)	MAY 96 (under revision)	A: FM 6-02.72 (FM 11-1) M: MCRP 3-25.2 N: NWP 3-13.1.1 AF: AFTTP(I) 3-2.18	Procedures for use of SINCGARS in joint operations; sets forth responsibilities of key joint and Service agencies and individuals, and establishes planning and execution procedures for SINCGARS frequency hopping radio operations in joint environments. IT is currently in the three-year window to retain, revise, or rescind. ALSA is working with each Service to obtain their recommendation. POC: Team B
*Targeting: The Joint Targeting Process and Procedures for Targeting Time-Critical Targets	JUL 97	A: FM 3-60.1 (FM 90-36) M: MCRP 3-16.1F N: NWP 2-01.11 AF: AFTTP(I) 3-2.3	Procedures for planning and executing joint targeting operations on time-critical-targets. This publication is currently in the three-year window to retain, revise, or rescind. ALSA is working with each Service to obtain their recommendation. POC: Team B
UXO: Multi-Service Procedures for Unexploded Explosive Ordnance Operations	JUN 96 (under revision)	A: FM 3-100.38 (FM 100-38) M: MCRP 4-5.1 N: NWP 3-02.41 AF: AFTTP(I) 3-2.12	Describes hazards of unexploded explosive ordnance (UXO) submunitions to land operations, addresses UXO planning considerations, and describes the architecture for reporting and tracking UXO during combat and post conflict. POC: Team D

* Three-year assessment, ALSA, through combatant commands and Services, recommends to retain, revise, or rescind.

(Continued on next page)

NEW PROJECTS

TITLE	EST PUB DATE	PUB #	DESCRIPTION AND STATUS
AMCI (Revision): <i>Army and Marine Corps Integration Manual</i>	Jan 01	A: FM 3-97.31 (FM 90-38) M: MCRP 3-3.8 N: N/A AF: N/A	Describes the capabilities and limitations of selected Army and Marine Corps organizations and provides TTP for the integrated employment of these units in joint operations. Final coordination draft was released with comments due NLT 28 Aug 00. POC: Team C
ARM-J (Revision): <i>Antiradiation Missile Employment in a Joint Environment</i>	Aug 01	A: FM 2-00.2 (FM 90-35) M: FMFM 5-58 N: NTTP 3-01.41 AF: AFTTP (I) 3-2.11	This revision of the Jun 95 manual will provide multi-Service procedures for antiradiation missile employment in a joint or multinational environment, with an emphasis on fratricide prevention. The scope will expand to include SECRET information. The program statement is being prepared with coordination for subject matter experts from each Service. POC: Team A
<i>Aviation Operations on Urban Terrain</i>	Dec 00	A: FM 3-06.1 M: MCRP 3-35.3A N: NWP 3-01.04 AF: AFTTP(I) 3-2.29	MTTP for the tactical-level planning and execution of fixed- and rotary-wing aviation urban operations. Signature draft has been sent with USA, USN, and USMC signing. The USAF has comments that are being staffed for correction. POC: Team B
EOD: <i>Multi-Service Procedures for Explosive Ordnance Disposal in a Joint Environment</i>	Dec 00	A: FM 4-30.15 M: Pending N: NTTP 3-02.5 AF: Pending	Provides guidance and procedures for the employment of a joint explosive ordnance disposal (EOD) force. The manual assists commanders and planners in understanding the EOD capabilities of each Service. The signature draft is awaiting USN and USAF signatures. POC: Team D
JAOC / AAMDC: <i>Multi-Service Procedures for Joint Air Operations Center and Army Air and Missile Defense Command Coordination</i>	Nov 00	A: Pending M: Pending N: NTTP 3-11.23 AF: AFTTP(I) 3-2.33	The focus of this MTTP is to address coordination requirements between the joint air operations center and the Area Air and Missile Defense Command. It will assist the JFC, Joint Force Air Component Commander, and their principal staff in developing a coherent approach to preparation and execution of combat operations. The signature draft is awaiting the USA signature. POC: Team F
JIADS: <i>Joint Integrated Air Defense System</i>	Nov 00	A: Pending M: Pending N: NTTP 3-11.23 AF: AFTTP(I) 3-2.33	MTTP to provide joint planners with a consolidated reference on Service air defense systems, processes, and structures, to include integration procedures. The signature draft is awaiting USA and USAF signatures. POC: Team A
<i>NBC Aspects of Consequence Management</i>	Sep 00	A: Pending M: Pending N: Pending AF: Pending	MTTP for chemical accident or incident response and assistance, NBC stability and support actions, and consequence management in military operations other than war. POC: Team C
RM: Risk Management	Mar 01	A: Pending M: Pending N: Pending AF: Pending	MTTP for applying the risk management concepts to all phases of joint operations. POC: Team C
SEAD: <i>Suppression of Enemy Air Defenses</i>	Sep 00	A: FM 3-01.4 M: MCRP 3-22.2A N: NTTP 3-01.42 AF: AFTTP(I) 3-2.28	MTTP to provide detailed, classified tools for air operations planners and SEAD warfighters to aid in the planning and execution of SEAD operations in the joint environment. All Services have signed and editing is being finalized. Awaiting SECRET disclosure authorization. POC: Team A
<i>Tactical Radio Procedures in a Joint Environment</i> (Revision of TALK-II)	Sep 01	A: FM 6-02.72 (FM 11-1) M: MCRP 6-2.2.2 N: NWP 3-13.1 AF: AFTTP(I) 3-2.18	Revises SINCGARS information contained in TALK-II, and expands scope to include networking, interoperability, and protocol procedures for a wide-variety of tactical radio systems. The program statement is being prepared. POC: Team B
TMD IPB: <i>Theater Missile Defense Intelligence Preparation of the Battlespace</i>	Nov 00	A: Pending M: Pending N: Pending AF: Pending	MTTP providing a systematic and common methodology for analyzing the theater adversary missile force in its operating environment. The signature draft has been forwarded to the Services for approval. POC: Team G
UXO (Revision): <i>Multi-Service Procedures for Unexploded Explosive Ordnance Operations</i>	Mar 01	A: FM 3-100.38 (FM 100-38) M: MCRP 4-5.1 N: NWP TP 3-02.4.1 AF: AFTTP(I) 3-2.12	Provides multi-Service methodologies for planning, coordinating, and executing UXO reporting, avoidance, and clearance procedures. The final coordination draft was released for worldwide review on 15 Sep 00. Comments are due back NLT 15 Dec 00. POC: Team D

Team A: MAJ Mark Caruso & Maj Mark Delong
Team B: LTC Lou Schurott & Maj Steve Jenkins
Team C: LTC Joe Patykula & Maj Billy Lucas
Team G: LTC Elizabeth Bilyeu & Maj "Soup" Campbell

Team D: MAJ Rick Starkey & Maj Barbara Romano
Team E: CDR Jim Woodard & Maj "R. G." McManus
Team F: Lt Col Mark Brown & LTC Kevin Kirmse
See page 19 for phone numbers/e-mail addresses

HEADQUARTERS, UNITED STATES TRANSPORTATION COMMAND

By Mr. Kenneth E. Collins, TCJ5-SR

The doctrine shop has seen significant turnover since our last report. Leading the team is CDR Todd R. Miller, USN, replacing CAPT Marv Butcher, who served as team chief for the past 10 months and has since retired. Maj Steve Dye has moved to our Strategic Planning Team. Now carrying the Air Force flag for the J5-SR office is Maj Eric Wydra coming from the Air Command and Staff College. LTC(P) James "Ace" Chen departed this summer for the Army War College, and is replaced by MAJ Bruce H. Ferri, Jr., an Army transporter coming to us from Fort Drum, NY. The steady hand in the office, Mr. Ken Collins, will remain as the doctrinal backbone of the office.

JOINT PUBLICATIONS UPDATE

JP 3-17, Joint Tactics, Techniques, and Procedures for Air Mobility Operations marches forward in its complete revision. We are just putting the finishing touches on USTRANSCOM's input to the preliminary coordination (PC) version. New to this publication is the addition of air refueling, the capture of an end-to-end perspective of air mobility, and inclusion of the newest information on the Global Transportation Network and inter-transit visibility (ITV).

The first draft to the complete revision of JP 4-01, Joint Doctrine for the Defense Transportation System is being written and will include a revision to Annex A, "Transportation Priorities," and Annex B, "Charter of the Joint Transportation Board." Joint Staff J-4 is the lead agent (LA) and we are the primary review authority (PRA) with the Joint Deployment Training Center (JDTC) doing the writing. The first draft should be distributed worldwide for review very soon.

JP 4-01.5, Joint Tactics, Techniques, and Procedures for Terminal Operations (Second Draft) was released 3 April 2000. It is a comprehensive revision and now includes all terminal operations (land-based, container terminal, inland waterway, railhead, highway, intra-aerial ports, intra and inter-theater air and sea). It also includes discussions on joint reception, staging, onward movement, and integration; single port manager (expanded to cover strategic aerial ports); ITV; Global Transportation Network; and the director of mobility forces. We are the LA and JDTC is the PRA. We expect the PC version to be distributed for worldwide review this Fall.



KEY INTERNET/SIPRNET SITES

CJCS Joint Doctrine:

- NIPRNET: <http://www.dtic.mil/doctrine>
- SIPRNET: <http://nmcc20a.nmcc.smil.mil/usersdj9j7ead/doctrine/index.htm>
- DOCNET: <http://www.dtic.mil/doctrine/tointer.htm>

Presidential Directives and Executive Orders:
<http://www.fas.org/irp/offdocs/direct.htm>

DOD Directives: <http://www.defenselink.mil/>

Joint Chiefs of Staff: <http://www.dtic.mil/jcs/>

USJFCOM JWFC: <http://www.jtasc.jfcom.mil/>

JWFC Research Library: <http://elib1.jwfc.js.mil>

Joint Center for Lessons Learned Database:

- NIPRNET: <http://www-secure.jwfc.acom.mil/protected/jc11>
- SIPRNET: <http://www.jc11.jwfc.acom.smil.mil>

Army Training and Doctrine Digital Library:
<http://155.217.58.58/atdls.htm>

TRADOC: <http://www-tradoc.army.mil/>

Center for Army Lessons Learned:
<http://call.army.mil/>

Naval Warfare Development Command:
<http://www.nwdc.navy.mil/>

Navy Online: <http://www.ncts.navy.mil/nol/>

Navy Directives: <http://neds.nebt.daps.mil/>

Air Force Doctrine Center:
<http://www.hqafdc.maxwell.af.mil/Main.asp>

MCCDC, Doctrine Division:
<http://www.doctrine.quantico.usmc.mil/>

Marine Corps Lessons Learned:
http://www.mcu.usmc.mil/www_library/2mccls.htm

USEUCOM Publications:
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Air Land Sea Application Center:

- NIPRNET: <http://www.dtic.mil/alsa>
- SIPRNET: <http://wwwacc.langley.af.smil.mil/alsa>

(25th JDWP continued from page 16)

System. Maj Bob Schutz from USJFCOM JWFC provided the FEA that concluded development of a JTTP for BM/C3 for the NMD System is premature. The FEA recommended the JDWP reject the proposal and have it resubmitted when a viable NMD capability has been developed, explore the feasibility of developing multi-Service TTP as an interim measure, and assess the potential for inclusion of JTTP for BM/C3 for the NMD System into JP 3-01.1 during the publication's revision in 2001. After a long discussion on the merits of beginning JTTP development for a nonextant capability and the associated difficulties, the JDWP voted 12-2 not to develop JTTP for BM/C3 for the NMD System." The USA and USSPACECOM voted for approval.

INFORMATION BRIEFS

Group Captain Alan Vincent, Assistant Director, Doctrine, United Kingdom (UK) Joint Doctrine and Concepts Centre (JDCC), provided an information brief on the development of UK joint and NATO doctrine. The JDCC is envisioned "to be an internationally respected centre for the promotion of joint doctrine, concepts and peace support operations, characterized by a product that is timely, relevant and valued, in order to advance joint, national and multinational operational effectiveness." He provided a diagram of their joint doctrine hierarchy—most of the publications are in development. NATO doctrine is included in the hierarchy, because the UK military uses it whenever possible. He concluded that NATO doctrine is still preeminent in the UK, national joint doctrine development is increasing and further advanced than anyone else's, resources are increasing, high level support vital, developing joint doctrine takes time, co-location with concepts is helpful, and they plan to keep in step with their friends.

Group Captain Graham Mc Mellin, RAF (Ret), liaison officer from the JDCC Permanent Joint Headquarters (PJH) provided an information brief on developments in allied joint doctrine. He discussed the NATO standardization process (validation, study draft/ratification draft, ratification, promulgation, and implementation/reservation). He described the definitions of the three levels of standardization—commonality, interchangeability, and compatibility. He addressed the policy and doctrine problem areas (MOOTW/peace support operations nomenclature, NATO operational planning system). Lastly, he discussed the latest guidance on the relationship between policy and doctrine—NATO doctrine to follow policy. He concluded that NATO standardization is changing, the allied joint publication hierarchy is developing, and the NATO doctrine development process may change.

Maj Lori Base from USTRANSCOM/J4-Logistics Integration Division, provided an information brief on in-transit visibility (ITV). She noted that if we can achieve accurate source data and capture and share information globally; then we can provide near real-time visibility over all movements, assets, and options for our global customer—this concept supports JV 2010 focused

logistics. She emphasized that USTRANSCOM stands ready to assist the joint community in updating joint and Service doctrine incorporating ITV TTP. She added that since Operation DESERT STORM we have improved ITV greatly overall (80% visibility) and are focusing on the theater movement piece (only 20% visibility).

EXECUTIVE SESSION

After an extensive discussion on the merits of eliminating the 2d draft or PC version from the joint doctrine development timeline, CAPT Russell stated that a working group would meet the next week to address the issue.

Several members expressed concern about the proliferation of publications and the resultant increased workload. Some indicated it may be time to scrub the joint publication hierarchy.

Several members noted the DOD Dictionary contains many terms that are not joint doctrine terms. Mr. Bounds from the USA surfaced the idea of producing a "joint doctrine dictionary" that would be manageable to get out of the business of reviewing non-doctrine terms. He also expressed support for the idea of hyperlinking to the Service terms. Lt Col Snodgrass suggested that we could add a symbol by each term to indicate the source.

Lt Col Artese expressed concern that some LA changes have been published in the Compendium of Joint Publications without going through a decision process. CAPT Russell indicated that anytime we have a change to the LA from the original PD, we will come out with a message announcing the change.

Several members expressed problems with getting messages. Lt Col Smith from JS J7/JVDD stated that "e-mail backups" was not codified in JP 1-01, but is a recommended and common practice.

Lt Col Snodgrass stated that a process for the formal review of AJP's is being developed. Mr. Bounds noted that the procedure for changing joint and NATO terminology are different and he would like to see NATO adopt the policy that doctrine definitions change through publication revisions. Group Captain Mc Mellin noted that NATO terminology is approved (through the NATO terminology program) separate from AJP's.

Mr. Bounds stated the working groups must have the authority to make changes to the outline in the PD. Mr. Moen from OC, Incorporated noted that the message associated with release of a publication for staffing should note that the contents, in effect, change the outline.

CAPT Russell thanked the JWFC for their efforts in hosting the conference and announced the next JDWP would be held during October 2000 at the USJFCOM JWFC.



TERMINOLOGY

By Mr. Tom Barrows, USJFCOM JWFC, Doctrine Support Group

"Go ye after him through the city, and smite: let not your eye spare, neither have ye pity; slay utterly old and young, both maids and little children."

Ezekiel, IX, 5-6

Targeting—a terminology-rich environment. There are so many terminology issues related to targeting that one scarcely knows where to begin. One thing for sure, old Ezekiel wouldn't last long as a targeteer in today's world. Does the term "collateral damage" mean anything? How about noncombatants? And joint urban operations? Warfighting (or at least targeting) seems to have been a lot simpler way back when Ezekiel was issuing guidance.

A little research reveals significant issues with "collateral damage" with respect to targeting. For instance the final coordination version of JP 2-01.1, Joint Tactics, Techniques, and Procedures for Intelligence Support to Targeting, provides differing guidance and information concerning "collateral damage." In addition to just plain old "collateral damage," this JP describes "permissible collateral damage" and "excessive collateral damage," as well as introducing a new term called "additional damage." In another location, JP 2-01.1 describes "collateral damage" and "civilian casualties." The glossary provides proposed definitions for both "collateral damage" and "additional damage," both of which deal with "unintended or incidental damage to persons or objects." The difference between the two terms is "collateral damage" pertains to persons or objects "that would not be lawful military targets in the circumstances ruling at the time" while "additional damage" pertains to persons or objects "that would be lawful military targets in the circumstances ruling at the time." In addition, JP 2-01.1 discusses "permissible collateral damage" without defining it and the first draft of JP 3-05.2, Joint Tactics, Techniques, and Procedures for Joint Special Operations Targeting and Mission Planning, mentions something called "unnecessary collateral damage." Does that mean there could be something referred to as "necessary collateral damage"? Wow!!! I wonder what would be the classification of an unintentional incident whereby an enemy chaplain is struck by a US bomb or missile while riding a bicycle across the sole vehicle bridge to a city lake island containing a large clearly marked civilian hospital and a small single weapon air defense artillery site. Tough call for someone to make, particularly in this age of the ubiquitous media.

Let's turn our attention now to a couple of other targeting terminology issues—"time-sensitive-targets" or TSTs and "time-sensitive surface targets" or TSSTs. Oh, let's not forget "time-critical targets." First, let's look at the approved definition for TSTs and the proposed definition for TSSTs as shown in the preliminary coordination version of JP 3-60, Joint Doctrine for Targeting:

- "time-sensitive targets. Those targets requiring immediate response because they pose (or will soon pose) a clear and present danger to friendly forces or are highly lucrative, fleeting targets of opportunity."
- "time-sensitive surface targets. Those targets, either mobile or stationary, physically located on the surface of the earth (land or sea), requiring immediate response because they pose (or will soon pose) a clear and present danger to friendly forces or are highly lucrative, fleeting targets of opportunity."

Are we making things too difficult or is it just me? Take a close look at the above definitions. Accepting them at their face value, it appears "time-sensitive targets" can be located only in the air, in space, or under the surface (land or sea?). I guess they also can be either mobile or stationary—it doesn't indicate but these are the only two choices I can envision (moving or not moving). To put things in perspective, it seems that an enemy destroyer rapidly approaching a friendly joint amphibious task force would be a TSST while an enemy submarine accompanying the enemy destroyer, possibly part of the same enemy naval task force, would be a TST. Are we in the process of complicating matters for joint doctrine users or what? To further complicate matters, some widely-used multi-Service and Service doctrinal publications use the term "time-critical targets" with varying definitions.

We need to keep terminology simple. Why can't "collateral damage" be sufficient for all "unintentional or incidental injury or damage to persons or objects" and "time-sensitive targets" be likewise sufficient for all "targets requiring immediate response because they pose (or will soon pose) a clear and present danger to friendly forces or are highly lucrative, fleeting targets of opportunity" whether they are moving or stationary and located in the air, on the surface, in the subsurface, or in space. We joint doctrine developers are making life unnecessarily difficult for the users. We need to get a grip on reality and quit pandering to the various Service parochial interests. I wonder what old Ezekiel would think of today's joint targeting rules and encumbering terminology. Keep your powder dry, check six, out here, etc.



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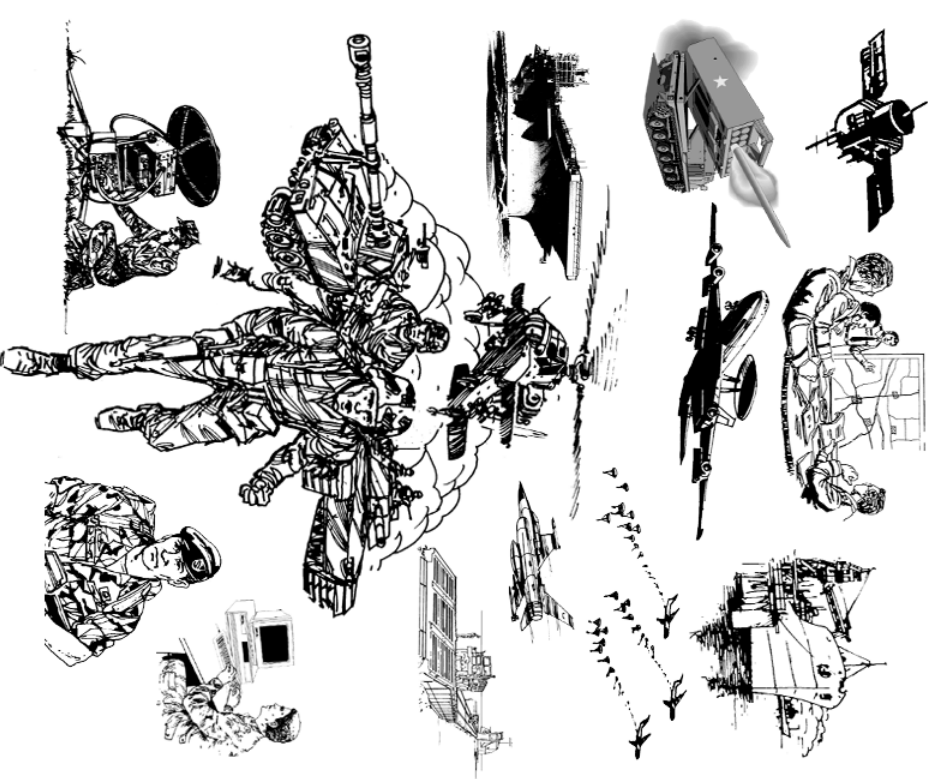
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